

Doing Business in the European Union 2020: Greece, Ireland and Italy



Comparing Business Regulation for Domestic Firms
in **24** Cities in Greece, Ireland and Italy
with **187** Other Economies

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Doing Business in ITALY



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In recent years, Italy has introduced several policy measures to improve its business environment. In 2012, Italy passed the Start-up Act, which facilitated the creation of innovative companies and supported small and medium-size enterprises (SMEs) as they integrated into the green economy.¹ Also since 2017, Italy has introduced more than 30 standardized authorization templates to streamline business processes. The digitalization of public administration has also shown significant progress, with initiatives such as the Public Digital Identity System (SPID).

Despite important improvements, the Italian business environment remains challenging. As described in the global report *Doing Business 2020*, Italy still performs below the EU average in terms of the ease of doing business.² Other studies point toward similar deficiencies. For example, Italy ranks as the second-lowest performer in the European Union on the responsive administration

indicator, which measures the public administrations' responsiveness to the needs of SMEs.³

Clear, simple and coherent business regulations can provide the stable and predictable rules that firms need to function effectively, and they encourage long-term growth and sustainable economic development. Conversely, excessive regulation can constrain the ability of firms to reach the minimum size required to be competitive, undercutting their chances to become more productive, to operate internationally and to attract foreign investment. This report focuses on the rules and regulations that govern business activity across Italy, as well as on the efficacy of the bureaucracy at local level. This layer of administration is especially important in a country like Italy, where local authorities play a crucial role in determining how national regulations are implemented.⁴ Cities' variations in regulatory performance on the five *Doing*

Business indicators studied in this report highlight an opportunity for local policymakers to adopt in-country examples of good practices to improve regulatory performance in their jurisdictions.⁵

MAIN FINDINGS

Ancona, Bologna, Cagliari, Milan, Rome and Turin top the rankings in the measured areas

A different city is the best performer in each of the five areas measured, and cities that do very well in one area are at the bottom of the ranking for others (table 4.1). For example, starting a business is easiest in Ancona and Milan, while Ancona ranks second to last on getting electricity, and Milan ranks last on dealing with construction permits. Also, it is easiest to register property in Rome, which is the hardest city in which to start a business. Cagliari and Turin lead the rankings on construction permitting and enforcing contracts respectively,

TABLE 4.1 Each of the five areas measured is led by a different city

City	Starting a business		Dealing with construction permits		Getting electricity		Registering property		Enforcing contracts	
	Rank (1–13)	Score (0–100)	Rank (1–13)	Score (0–100)	Rank (1–13)	Score (0–100)	Rank (1–13)	Score (0–100)	Rank (1–13)	Score (0–100)
Ancona	1	89.79	5	68.87	12	77.39	4	80.85	7	52.05
Bari	9	87.56	12	58.27	7	81.33	12	78.47	11	49.27
Bologna	6	87.81	3	71.51	1	89.24	2	81.27	3	56.75
Cagliari	9	87.56	1	72.95	8	80.24	11	78.83	8	51.04
Florence	5	89.03	4	69.22	4	85.65	5	80.79	13	48.80
Genoa	6	87.81	8	66.58	9	80.00	3	81.03	4	54.65
Milan	1	89.79	13	57.47	10	79.78	7	80.43	2	56.82
Naples	9	87.56	11	60.45	6	82.09	7	80.43	12	49.02
Padua	3	89.54	2	71.86	11	78.69	12	78.47	6	52.25
Palermo	6	87.81	9	61.52	13	69.15	6	80.67	10	50.65
Reggio Calabria	9	87.56	10	61.05	5	82.52	10	79.42	9	50.75
Rome	13	86.81	6	68.33	3	86.08	1	81.75	5	53.10
Turin	4	89.28	7	66.65	2	87.53	9	79.84	1	61.17

Source: *Doing Business* database.

Note: The indicator scores show how far a location is from the best performance achieved by any economy on each *Doing Business* indicator. The scores are normalized to range from 0 to 100 (the higher the score, the better). For more details, see the chapter "About *Doing Business* and *Doing Business in the European Union 2020: Greece, Ireland and Italy*."

but they lag behind the other cities on registering property. Bologna, the best performing city in the area of getting electricity, is the only city that stands in the upper half of the rankings in all five areas.

Bologna and Milan have the greatest number of best practices

A more granular look at the results shows that Bologna and Milan lead in five indicator categories. Bologna requires the fewest procedures for dealing with construction permits; it has the most reliable electric supply and you can obtain a new connection there in the shortest time; it has the best score on the land administration index and the best score on the quality of judicial processes index. Similarly, Milan has the most streamlined and fastest processes for starting a business and dealing with construction permits, as well as the lowest cost for

getting electricity. Ten of the 13 cities studied excel in at least one indicator category (table 4.2).

Italy shows large subnational performance gaps

In some of the areas studied, the subnational variance in performance between the first and last ranked city is particularly large (figure 4.1). For example, Bologna performs better than Finland and Austria (ranked 9 and 10 respectively in the European Union) on the ranking for getting electricity, while nine Italian cities stand below the EU average.⁶ Or, in the area of construction permits, Cagliari is the only Italian city performing above the EU average. In contract enforcement—an area in which all the Italian cities trail the EU average—Turin performs better than the Netherlands (ranked 22 in the European Union), while Florence lags behind all EU economies except Cyprus and Greece.

Getting electricity, construction permitting, and contract enforcement are three areas where subnational variations are particularly large. Getting electricity is easiest in Bologna and most difficult in Palermo. A main driver of that variance is how long it takes to obtain excavation permits. Dealing with construction permits is easiest in Cagliari, thanks to an online platform through which entrepreneurs can submit documentation. Milan, despite being the city where permits are processed fastest and which—along with Bologna—requires the fewest procedures, has a permitting process three times more expensive than in Bari, the next most expensive city. Resolving a commercial dispute is easiest in Turin, thanks to efforts started in the early 2000s to reduce case backlogs, as well as the more recent development of specialized court sections. A combination of relatively high costs and the long time required

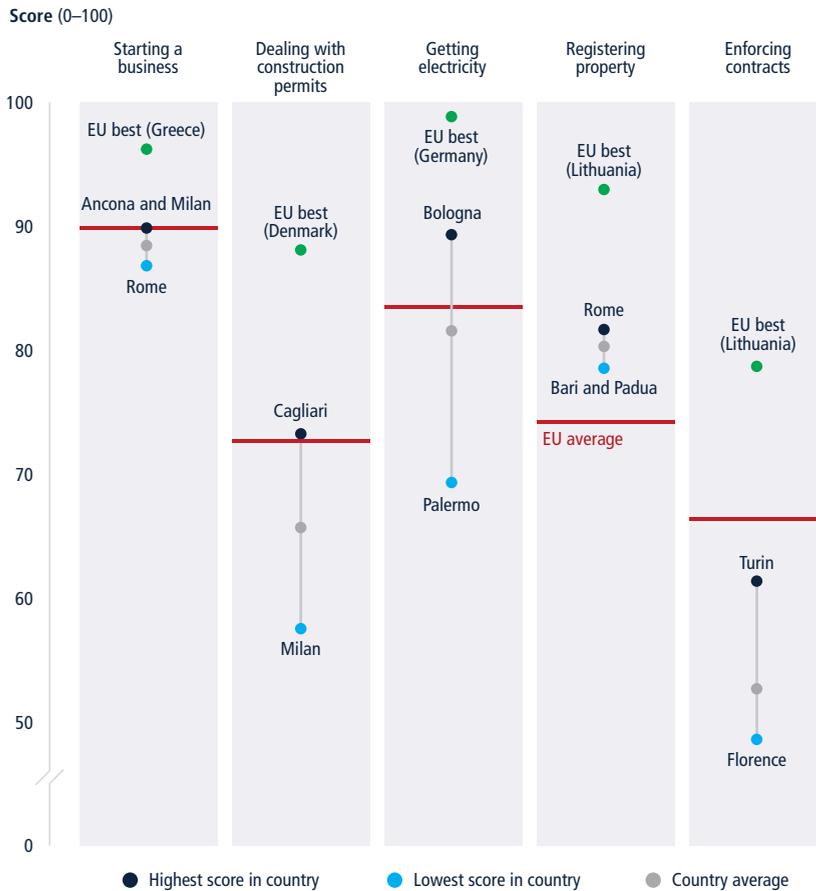
TABLE 4.2 Ten cities lead in at least one indicator category

City	Number of best practices	Starting a business		Dealing with construction permits			Getting electricity				Registering property		Enforcing contracts		
		Fewest procedures	Shortest time	Fewest procedures	Shortest time	Least expensive	Fewest procedures	Shortest time	Least expensive	Best reliability of supply	Shortest time	Best quality of land administration index	Shortest time	Least expensive	Best quality of judicial processes
Bologna	5			✓				✓		✓		✓			✓
Milan	5	✓	✓	✓	✓				✓						
Turin	4	✓					✓		✓				✓		
Ancona	3	✓	✓							✓					
Rome	3							✓			✓	✓			
Florence	2	✓								✓					
Genoa	2									✓		✓			
Naples	2					✓									✓
Padua	2	✓								✓					
Reggio Calabria	1													✓	

Source: Doing Business database.

Note: This table does not show indicator categories in which all cities register an equal result, which are: the cost to start a business, the building quality control, and the procedures and cost to register a property.

FIGURE 4.1 Variance in regulatory performance among Italian cities is particularly significant in three areas: obtaining electricity, construction permitting and contract enforcement



Source: *Doing Business* database.

Note: The score shows how far a location is from the best performance achieved by any economy on each *Doing Business* indicator. The score is normalized to range from 0 to 100 (the higher the score, the better). The averages for Italy are based on data for the 13 cities benchmarked in the country. The averages for the European Union are based on economy-level data for the 28 EU member states. Other EU member states are represented by their capital city, as measured by global *Doing Business*. For more details, see the chapter “About *Doing Business* and *Doing Business in the European Union 2020: Greece, Ireland, Italy*.”

to complete contract enforcement sets Florence behind the pack.

The cities scored most similarly in two areas: registering property and starting a business. This convergence seems attributable, in large part, to the nationwide launch of digital tools that streamline regulatory processes. However, differences remain among the cities, especially in how long it takes to complete business and property registrations. How long things take is what varies the most, on average, across the five indicators. For

example, starting a business takes 5 days in Ancona and Milan, but 11 in Rome. Dealing with construction permits takes 105 days in Milan, but more than three times longer in Reggio Calabria. Getting electricity requires two months and a half in Bologna and Rome, but almost eight months in Palermo. Property registration takes from 16 days in Rome to 26 days in Bari and Padua. And contract enforcement takes 860 days in Turin, while in Reggio Calabria it takes more than twice as long (figure 4.2).

WHAT'S NEXT?

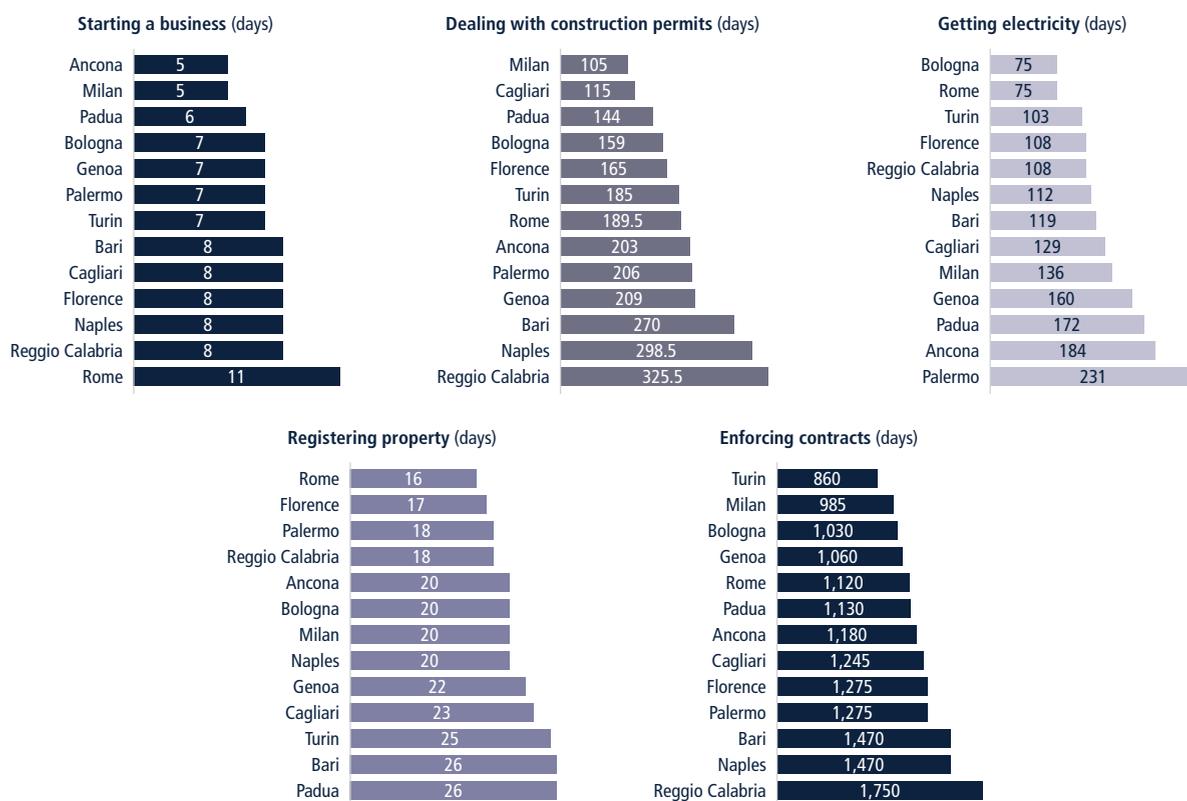
Replicating all the domestic good practices identified would propel Italy 15 places higher in the global *Doing Business* ranking

Reform-minded local governments can use the *Doing Business* indicator measurements to motivate and sustain reform efforts. For each of the indicators analyzed by this study, there are good practices to be found across the 13 Italian cities measured. In other words, there is no need to reinvent the wheel and no need for major legislative change. Italian cities can start by introducing improvements they see other cities have already successfully implemented. For other reform examples, the cities can consider replicating EU or global good practices (table 4.3).

A hypothetical Italian city that adopts the best domestic practices identified by this study would rank 43 in the global ranking of 190 economies on the ease of doing business. This is 15 places higher than Italy (as represented by Rome) stands in the current rankings in *Doing Business 2020* (figure 4.3).

The potential improvement is particularly striking in areas where Italy lags behind its EU peers in the *Doing Business 2020* ranking. For example, if the Italian representative city could (1) enforce contracts as quickly as Turin, where it takes 860 days; (2) make the process as inexpensive as in Reggio Calabria, where it costs 17.9% of the claim value; and (3) improve the quality of judicial processes to match Bologna and Naples, Italy would achieve a ranking of 53 globally on contract enforcement. This is almost 70 positions higher than its current ranking of 122. Regarding construction permitting, a city that (1) required 13 procedures, such as Bologna and Milan; (2) took 105 days to process the permit, such as Milan; and (3) reduced the cost to 1% of the warehouse value, such as in Naples, would achieve a ranking of 28

FIGURE 4.2 Time is the dimension that varies the most across the five indicators



Source: *Doing Business* database.

globally, almost 70 places higher than its current ranking of 97.

Merely reducing the time it takes to start a business to five days, as in Ancona and Milan, and the number of procedures to six, as in Ancona, Florence, Milan, Padua and Turin, would improve Italy's global standing on the starting a business indicator by 32 positions, from a ranking of 98 globally to 66, placing the country in line with the EU average. Finally, if the representative Italian city required just three procedures for obtaining electricity, as in Turin, at a cost of 34.1% of income per capita, as in Milan and Turin, with a power supply as reliable as it is in Ancona, Bologna, Florence, Genoa and Padua, it would improve Italy's global ranking from 38 to 14, the fifth best ranking in the European Union.

Italy can look for good practices in other EU countries to further improve its business regulations

Further improvements in business regulations can be achieved by looking at existing good practices within the European Union and beyond. To reduce the time it takes to enforce contracts, Italy could introduce rules limiting adjournments, as nine EU member states have done.⁷ It could also introduce a specialized commercial court or court section to deal with contract enforcement, a good practice employed by more than half of the economies measured by *Doing Business*. Furthermore, Italy, which is among the half of EU economies that do not employ pretrial conferences, could use them to enhance and speed up case management. Such informal hearings can promote settlement, limit the scope of the prospective trial and help judges take

control of the case early. Trials in the EU member states that employ pretrial conferences are a month and a half shorter, on average, than in those that do not.

To facilitate dealing with construction permits, Italy could work toward switching from paper-based building-permit applications to fully electronic systems, as well as enhancing existing online platforms that connect relevant agencies and their respective information databases. Electronic permitting systems are becoming increasingly common throughout Europe, and the European Commission has defined electronic application for building permission as one of 20 primary e-government services. Italian local authorities could also expand the instances in which self-certifications by accredited professionals replace third-party authorizations. The United

FIGURE 4.3 If Rome adopts each city's best practices, Italy's global ranking on the ease of doing business would improve by 15 places, to 43



Source: *Doing Business* database.

Note: For the actual rank, Italy is represented by Rome. The hypothetical best ranks for the five regulatory areas shown are based on the best performances recorded among all 13 cities benchmarked within the country. Those ranks are used along with Rome's actual ranks for five other regulatory areas measured by *Doing Business* (getting credit, protecting minority investors, paying taxes, trading across borders and resolving insolvency) to calculate the hypothetical best rank for the overall ease of doing business. The registering property indicator is not represented in the figure because Rome already incorporates all domestic good practices identified in this area. Italy, as represented by Rome, ranks 26 in the global *Doing Business 2020* ranking for registering property.

Kingdom is among the countries that have adopted a system of third-party professions to expand regulatory coverage and expertise.

Start-up costs in Italy are the highest in the European Union. About 75% of business start-up costs are tied to the mandatory step of hiring a notary. Portugal successfully made third-party involvement optional for companies using standard incorporation documents provided by the registry. Globally, almost half the economies benchmarked by *Doing Business*—including Denmark, France, Greece, Portugal, Romania and Slovakia—have no requirement for using

legal or notary services in company registration, and more and more countries are making the use of these services optional.

Italy is already performing relatively well in terms of registering property and getting electricity. Making all relevant information for property transactions available online would be a step forward in the area of property transfer. The Revenue Agency (*Agenzia delle Entrate*) currently publishes the fee schedules for cadaster and land registration services on its website, but not a list of required documents. Within the European Union, Lithuania offers a good example: the land registry authorities publish detailed

instructions and requirements regarding property transactions on their website. And in the area of getting electricity, enabling electronic application filing and tracking of electricity connections is one of the most effective good practices countries around the world have adopted. France and the United Kingdom offer good examples that Italy could look to.

TABLE 4.3 Potential opportunities for regulatory improvements in Italian cities

Regulatory area	Reform recommendations	Relevant ministries and agencies*	
		National level	Local/regional level
Starting a business	Make third-party involvement optional and provide public access to the business registration system	<ul style="list-style-type: none"> Italian Union of Chambers of Commerce (Unioncamere) Revenue Agency (<i>Agenzia delle entrate</i>) National Agency for Active Labor Policies (ANPAL) Social Security Administration (INPS) Accident Insurance Office (INAIL) 	<ul style="list-style-type: none"> Chambers of Commerce Registers of Enterprises Territorial labor offices (<i>Centri per l'impiego</i>) Municipal one-stop shops for business activities (SUAP)
	Simplify notifications of the start of workers' employment		
	Simplify corporate bookkeeping		
Dealing with construction permits	Eliminate paper-based building permit applications and adopt fully electronic systems	<ul style="list-style-type: none"> Ministry of Infrastructures and Transport Agency for Digital Italy 	<ul style="list-style-type: none"> Municipalities Municipal one-stop shops for construction permits (SUE) Municipal and regional seismic offices Fire departments
	Enhance online platforms to ensure all relevant agencies are connected		
	Continue to implement legislative reforms aimed at shifting responsibility to private professionals		
	Consider reducing the fees		
Getting electricity	Streamline the process for obtaining excavation permits	<ul style="list-style-type: none"> Ministry of Economic Development Italian Regulatory Authority for Energy, Networks and Environment (ARERA) 	<ul style="list-style-type: none"> Electricity distribution utilities (a2a - Unareti, Areti, e-distribuzione and Ireti) Municipalities
	Introduce a geographic information system for the electricity distribution network		
	Provide option to pay connection fees in installments and review the cost of obtaining a new connection		
	Improve the reliability of the electricity supply		
	Introduce an online cost calculator		
Registering property	Increase transparency by making all relevant information for property transactions available online, including lists of documents needed to complete property transactions	<ul style="list-style-type: none"> Revenue Agency (<i>Agenzia delle entrate</i>) Ministry of Justice Ministry of Economy and Finance 	<ul style="list-style-type: none"> Local district courts
	Publish statistics on property transactions for all cities and statistics on land disputes for each applicable local court		
	Consider updating the legal framework to introduce tighter deadlines to submit the transcription note		
	Introduce standard contracts for property transfers and consider making the use of notaries optional		
	Introduce a specific compensation mechanism for certified erroneous transactions		
	Reduce the time to obtain decisions on land disputes from the courts		
Enforcing contracts	Limit the number, duration and reasons for granting adjournments	<ul style="list-style-type: none"> Ministry of Justice High Council of the Judiciary 	<ul style="list-style-type: none"> Local district courts
	Introduce a specialized commercial court or sections		
	Actively manage the pretrial phase and assess cases' appropriateness for alternative dispute resolution		
	Use data to realign resources and workloads		

*The list includes the main ministries and agencies relevant to each regulatory area, but other might also be implicated.

Note: All reform recommendations are detailed at the end of the respective indicator section.

1. Starting a Business

Starting a business in Italy takes less time but is more expensive than the EU average

Entrepreneurs can start a business in Italy relatively quickly, but the process is expensive (figure 4.4). Starting up takes about a week on average across the 13 Italian cities—5 days faster than the EU average—and costs 13.8% of income per capita, the highest in the European Union. Italian entrepreneurs pay twice as much as their counterparts in Germany and more than three times more than their Spanish peers to start a business. About 75% of this cost represents notary fees for drafting the company deed and preparing other founding documents.

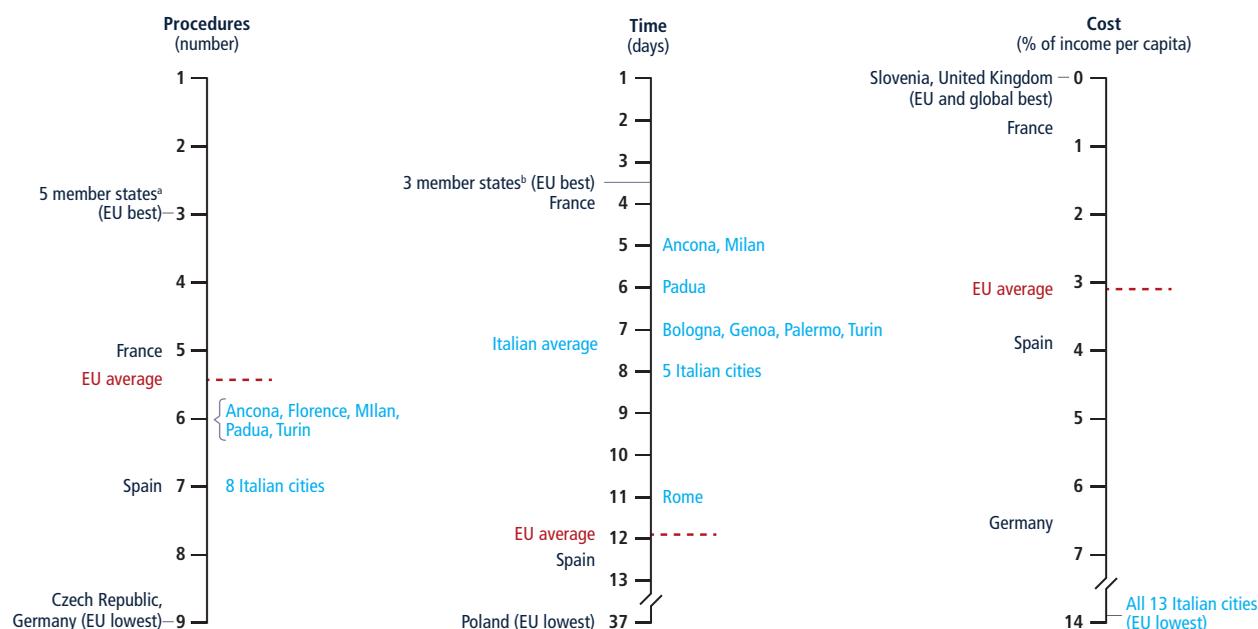
Starting a new company requires six to seven steps, depending on the city

An inventory of the start-up formalities and procedural steps company founders face shows Italy performs almost on par with other EU member states, generally. Six or seven procedures are required in the 13 Italian cities benchmarked, compared to 5.3 procedures on average in the European Union. The procedures include executing the company deed before a notary, purchasing and authenticating corporate and accounting books, paying the government tax to authenticate the books, activating the company certified email, registering the business with the company registrar and the tax

agency—as well as with social security and accident insurance—and notifying the competent labor office regarding the start of an employment relationships. In 8 of the 13 cities benchmarked, accreditation to access the labor portal is also needed prior to submitting employment notifications (figure 4.5).

Since 2010, all registration applications for limited liability companies must be filled electronically with the Register of Enterprises, managed by the Chambers of Commerce. Thanks to information sharing among agencies, the process of registering with the Revenue Agency and the social security administration, and of obtaining accident insurance, can also

FIGURE 4.4 Starting a business in Italy is more expensive than anywhere else in the European Union



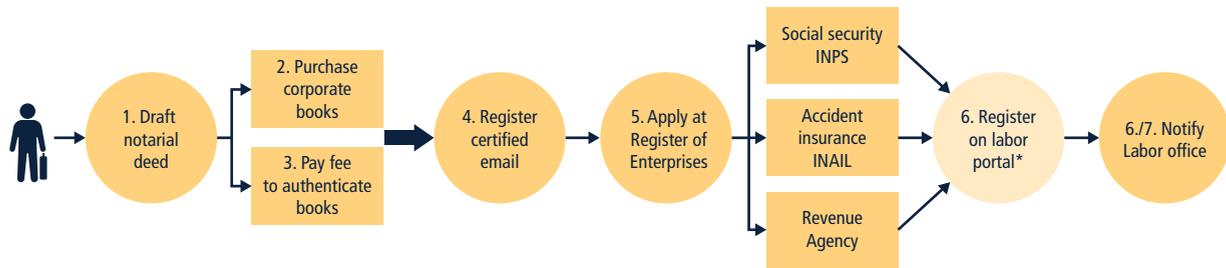
Source: *Doing Business* database.

Note: The averages for the European Union are based on economy-level data for the 28 EU member states. Other member states are represented by their capital city as measured by global *Doing Business*.

^a Estonia, Finland, Greece, Ireland, and Slovenia.

^b Denmark, Estonia, and the Netherlands.

FIGURE 4.5 How does the business registration process work in Italy?



Source: *Doing Business* database.

*Procedure applies only in Bari, Bologna, Cagliari, Genoa, Napoli, Palermo, Reggio Calabria and Rome..

be completed through a single notice (ComUnica) sent to the Register.

In most cities benchmarked—excepting Bologna, Genoa and Padua—ComUnica also can be used to notify the municipal one-stop shop for business activities (SUAP) about the commencement of operations. However, in practice, entrepreneurs are submitting such notifications either via municipal portals—which are customized to meet each city's specific information requirements—or via the national portal managed by the Chambers of Commerce,⁸ as is the case in Genoa, Milan, Reggio Calabria and Turin. In Bologna, the municipality can be notified only by certified email.

Business start-up takes the least time in Ancona and Milan and is slowest in Rome

Among the Italian cities benchmarked, starting a business is easiest in Ancona and Milan, where an entrepreneur can complete the necessary procedures in just five days. In Rome, completing the same process requires one additional procedure and six more days (table 4.4). The variations in performance stem from differences in the time it takes to complete the registration process at the local Chamber of Commerce and to notify the local labor office regarding the beginning of employment (figure 4.6).

In Ancona and Milan, the Chambers of Commerce process applications in a day. In Bari, Cagliari, Florence and Reggio

Calabria, it takes four days. All Chambers prioritize business start-up applications over other corporate matters. Applications are only subject to formal checks at the Chamber. Pursuant to article 2330 of the Italian Civil Code, notaries are responsible for the legality and correctness of an application. The Chambers are required to register the company and then appeal to the Register Judge to rectify potential substantial errors. However, in practice, in most cities surveyed—except in Ancona, Bari, Padua and Palermo—the Chambers perform substantive checks on the application to verify there are no irregularities

or incorrect clauses in the company bylaws or deed. If errors are found, the Chamber gets in touch with the notary to fix the problems, thus avoiding lengthy judicial investigations after registration.

Once the company has been registered with the Revenue Agency and in the Register of Enterprises, the Chamber forwards the application, via ComUnica, to the Social Security Administration (INPS) and to the Accident Insurance Office (INAIL). These entities have seven days to complete the registration of the company and issue the social security

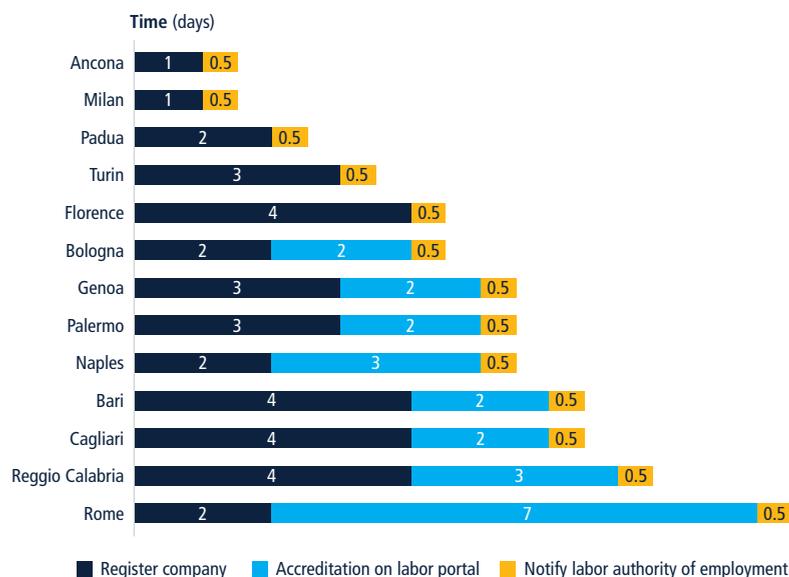
TABLE 4.4 In Ancona, Milan and Padua, starting a business takes less than a week

City	Rank	Score (0–100)	Procedures (number)	Time (days)	Cost (% of income per capita)
Ancona	1	89.79	6	5	13.8
Milan	1	89.79	6	5	13.8
Padua	3	89.54	6	6	13.8
Turin	4	89.28	6	7	13.8
Florence	5	89.03	6	8	13.8
Bologna	6	87.81	7	7	13.8
Genoa	6	87.81	7	7	13.8
Palermo	6	87.81	7	7	13.8
Bari	9	87.56	7	8	13.8
Cagliari	9	87.56	7	8	13.8
Naples	9	87.56	7	8	13.8
Reggio Calabria	9	87.56	7	8	13.8
Rome	13	86.81	7	11	13.8

Source: *Doing Business* database.

Note: Rankings are based on the average score for the procedures, time, cost and paid-in minimum capital associated with starting a business. The score is normalized to range from 0 to 100 (the higher the score, the better). For more details, see the chapter "About *Doing Business* and *Doing Business in the European Union 2020: Greece, Ireland and Italy*."

FIGURE 4.6 Variations among cities are driven by how long it takes to register a company and submit notifications of employment



Source: Doing Business database.

and labor insurance numbers. Companies can hire employees using temporary identification numbers while registrations are in process.

Although all Chambers are mandated to evaluate their performance and measure customer satisfaction, not all of them make the results of this research easily available to the public. Currently, 2018 performance reports are available online

in 8 out of the 13 cities measured: Bologna, Florence, Genoa, Milan, Padua, Reggio Calabria, Rome and Turin. Moreover, the Chamber websites in Ancona, Bari, Bologna, Florence and Padua also include customer satisfaction reports (table 4.5).

Another source of variation among cities in the time it takes to start a business is how long it takes to activate the company account on the online portal used to send

information to the local labor office (*Centro per l'Impiego*). In most cities, the company's legal representative must be registered on the regional portal before notifying the local labor office about workers' employment. Registering with the portal usually involves sending an online request, downloading and completing an online form and submitting it by fax or in person to the competent labor office, along with a copy of the identification documents of the company representative. After the verification of the legal identity of the company representative, the company receives a confirmation e-mail that includes the login credentials to activate its online account on the labor portal. Depending on workload and the efficiency of the local labor office, the accreditation process takes one week, in Rome, and two or three days in the other seven cities where this requirement is needed (Bari, Bologna, Cagliari, Genoa, Napoli, Palermo and Reggio Calabria).

To avoid this lengthy accreditation process, many companies hire the services of labor consultants, who already have access to the portal. However, such subcontracting costs could be avoided, as shown in Ancona, Florence, Milan, Padua and Turin. In these five cities, the separate accreditation is not needed because company representatives can use digital signatures to certify their identity or—as

TABLE 4.5 Practices followed by the thirteen benchmarked cities' Chambers of Commerce

	Ancona	Bari	Bologna	Cagliari	Florence	Genoa	Milan	Naples	Padua	Palermo	Reggio Calabria	Rome	Turin
Prioritize business start-up applications over other corporate matters	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Perform substantive checks on applications in order to avoid lengthy judicial investigations after registration			✓	✓	✓	✓	✓	✓			✓	✓	✓
Provide service to maintain corporate and accounting books in digital format	✓	✓			✓	✓	✓	✓	✓		✓		✓
Make recent performance monitoring reports easily available online			✓		✓	✓	✓		✓		✓	✓	✓
Publish the results of customer satisfaction surveys online	✓	✓	✓		✓				✓				

Source: Doing Business database.

is the case in Milan and Turin—the new company is automatically registered with the labor portal using the information submitted via ComUnica during the incorporation process.

Throughout Italy, starting a business is expensive (figure 4.7). Entrepreneurs setting up a limited liability company must use the services of a notary to prepare and submit the company documents online to the Register of Enterprises. Notary fees—representing three quarters of the total cost to start a business—are subject to negotiation and are assessed as a percentage of the start-up capital. They can vary from 0.86% to 6.9% of the company’s start-up capital.

In addition, as per national regulation, entrepreneurs must pay EUR 310 for a government grant tax, EUR 200 for the registration tax, EUR 156 for a stamp duty, as well as the Chamber of Commerce’s registration fee of EUR 90 and an annual membership fee of EUR 120.

The Chambers’ fees are set at the national level by the Ministry of Economic Development. However, each Chamber was permitted to increase the annual membership fee by 20% annually for a three-year period (2017 through 2019) to fund initiatives to improve the business environment in their jurisdiction. Except for Padua—where the membership fee for new limited liability companies is EUR 100—all the cities surveyed applied the

20% increase to fund initiatives such as the implementation of digital services, cooperation programs between companies and local schools, and tourism promotion activities.

Additional costs, such as the cost of corporate books and certified email, average EUR 130 euros. Purchasing and authenticating two corporate books costs EUR 82 for a company in its first year of activities (EUR 16 for a stamp duty for each 100 pages, plus EUR 25 in registration fees per book), a cost that can rapidly increase over a company’s lifetime, as additional books are needed. Over the last few years, the Chambers introduced digital books, a service available for a flat registration fee of EUR 50, regardless of the number of books needed. However, the majority of companies do not yet use online bookkeeping. Among the cities surveyed, the service is not yet available in Bologna, Cagliari, Palermo and Rome.

For companies with multiple shareholders and share capital of more than EUR 10,000, Italian law⁹ also requires a 25% cash deposit, as paid-in capital, before incorporation.

To reduce start-up costs, entrepreneurs can opt to incorporate a so-called simplified limited liability company—a società a responsabilità limitata semplificata (SRLS)—instead. An SRLS can be incorporated with a symbolic share capital of EUR 1, and notaries are not allowed to

charge for the constitution of an SRLS. However, there are restrictions: an SRLS can be incorporated only by physical persons using a standard template for a company deed, and the share capital cannot exceed EUR 10,000. Since their introduction in 2012, SRLS registrations have grown steadily.¹⁰

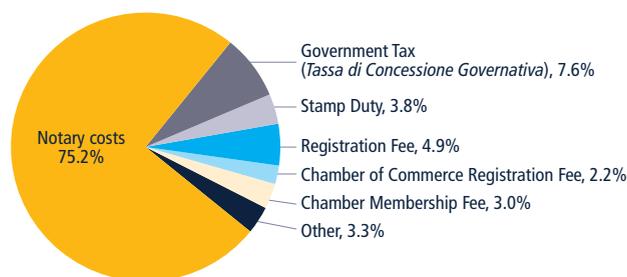
Additional incentives are offered to entrepreneurs with innovative ideas. In a bid to encourage research and development, the government introduced a new legal form¹¹ for the so-called “innovative company.” Such companies can be constituted online using the portal of the Register of Enterprises¹² and without using notary services or paying fees to Chambers of Commerce. To qualify for this status, companies must meet certain requirements, such as developing or commercializing highly-technological products or services, investing at least 15% of their revenues in R&D, employing a certain percentage of staff with postgraduate degrees (i.e., master’s or doctoral degrees) or holding a patent. As of April 2019, there were 10,203 innovative start-ups in Italy, with 1,142 new registrations recorded in the last year.¹³

WHAT CAN BE IMPROVED?

Make third-party involvement optional and provide public access to the business registration system

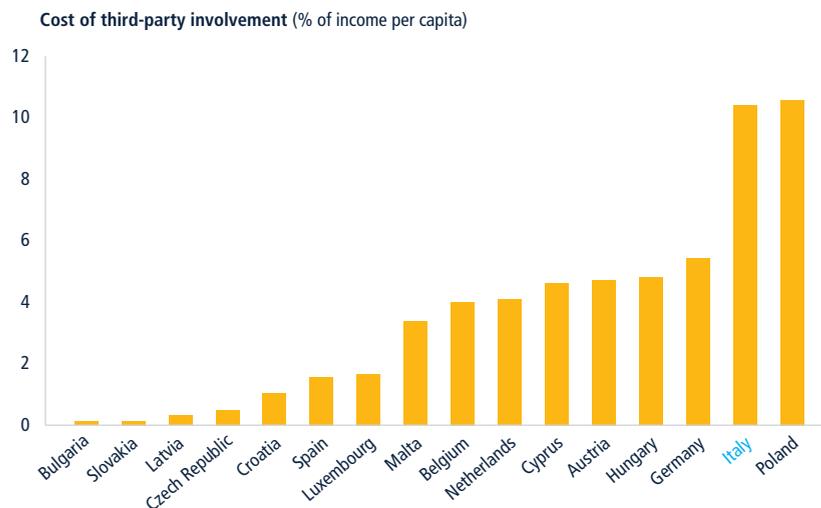
The biggest obstacle to starting a business in Italy is cost. Start-up expenses amount to almost 14% of income per capita, the highest in the European Union. About 75% of these costs (the equivalent of 10% of income per capita) are attributable to the fees notaries charge to represent the company, create the company deed and prepare other founding documents. Similar notary requirements exist in other countries, but notary fees there are a fraction of Italy’s. For example, notary fees amount to 5% of income per capita in Germany and 2% in Spain. Only in Poland do notaries charge more (about

FIGURE 4.7 Fees for professional services constitute almost 75% of start-up costs in Italy



Source: Doing Business database.

FIGURE 4.8 The fees paid to third-party agents for business registration are highest in Italy and Poland



Source: *Doing Business* database.

Note: The sample includes EU member states with third-party involvement in business incorporation.

11% of income per capita) to start a business (figure 4.8).

Italy has taken some steps to lower the cost of using third-party agents. Notary fees were de-regulated in 2012, and notaries cannot charge an honorarium to create a simplified limited liability company (SRLS). But while the current guidelines do set a fee range for notary services, the variance is large, ranging from 0.86% to 6.9% of the company's start-up capital,

and the fee-schedule complex.¹⁴ Setting a more transparent and simpler fee structure could also help.

The government could further reduce the cost of starting a business by ensuring the standardized articles of association are flexible enough to accommodate the majority of small businesses. It could also provide public access to the business registration system, thus allowing entrepreneurs to file deeds of incorporation

themselves. Italy has effectively piloted such a system already by having the so-called "innovative companies" register through an online portal. Larger companies, with more complex structures, could continue to consult professionals.

The experience of other countries shows that requiring businesses to use legal services for registration is not necessary to ensure accuracy and compliance with the law, particularly for simpler businesses, such as partnerships and limited liability companies. Portugal successfully made third-party involvement optional for companies using standard incorporation documents provided by the registry (box 4.1).

Globally, almost half of the economies benchmarked by *Doing Business*—including Denmark, France, Greece, Portugal, Romania and Slovakia—have no requirement for using legal or notary services in company registration, and more and more are making the use of these services optional.

Simplify notifications of the start of workers' employment

In most cities benchmarked, an initial registration of the company legal representative is needed in order to be able to notify the regional labor office about workers' employment. In order to receive

BOX 4.1 Portugal's *Empresa na Hora*

Registering a business in Portugal used to require visiting several different public agencies, completing 11 procedures, preparing 20 forms and documents, waiting about two and a half months and paying the equivalent of 13.5% of income per capita.

This changed in 2006, when the government implemented the *Empresa na Hora* program as part of a larger initiative of administrative simplification and e-government (SIMPLEX). The program introduced pre-approved articles of association (thereby eliminating the legal obligation to provide public deeds or notary acts), substantially reduced the administrative fees, created lists of pre-approved company names and eliminated outdated formalities such as registering the company books.

Today, using a pre-approved company name and standard articles of association, an entrepreneur can set up a company at a single contact point in one or two hours. All the information is automatically shared among the public agencies involved (i.e., registry, social security and tax authorities).

Moreover, business registration has moved online, thanks to the introduction of a new identification document that enables citizens to identify themselves when using online public services, as well as to sign documents electronically. Lawyers, notaries and ordinary citizens can access the *Empresa Online* portal and complete the business registration process without leaving their offices or exchanging any paperwork.

login credentials to activate the company account on the labor portal, one has to complete several steps: send an online request, download and complete a form, submit it by fax or in person to the competent labor office—along with copies of the identification documents of the company representative—and wait several days to receive confirmation that the legal identity of the company representative was verified.

Only in Ancona, Florence, Milan, Padua and Turin, is this separate registration not needed. In these cities, the company representative can use a digital signature to certify identity or—as is the case in Milan and Turin—the labor office automatically obtains this information from the Social Security Administration or via ComUnica. Other cities could follow suit. Another option is to employ the use of digital identity on the national labor portal (ANPAL), rather than relying on a lengthy accreditation process, and to expedite the rollout of the national portal across the country.

In the longer term, Italy could follow the example of Denmark, where simply reporting a wage payment for the first time is assumed to mean that the business has become an employer. Several EU member states simply assume a job starts when wage-related taxes are paid for the first time for an employee, and assume a job ends when these are paid for the last time. To support this approach, these member states require employers to include information on an employee's job characteristics with the payment of wage-related taxes rather than reporting this information separately.

Another option for Italy would be to allow companies to submit information on employees' contracts at incorporation. In Spain, for example, a new company can register employees through the online platform CIRCE at the moment of incorporation.

Simplify corporate bookkeeping

According to the Italian Civil Code, a limited liability company is required to maintain corporate books, such as minutes of the meetings of its board of directors and of its board of statutory auditors (*Collegio Sindacale*), and accounting books, such as the inventory and journal books, which are subject to certification. The cost of purchasing and certifying such books can rapidly increase over the life of company. In other European member states, such as Ireland, entrepreneurs are allowed to use loose-leaf books, maintained by company accountants on their own responsibility, at no extra cost and with no need for authentication. Similarly, in Portugal, in 2007, the maintenance and legalization of books of commercial accounting stopped being mandatory.

In Italy, one solution is to allow businesses to maintain all corporate and accounting books in electronic format. With the exception of Bologna, Cagliari, Palermo and Rome, the Chambers of Commerce in the nine other Italian cities benchmarked already offer this service for a flat registration fee, regardless of the number of books. Companies that use this service are no longer required to authenticate their books before use. The authentication of the books' pages is replaced by the company-authorized representative's digital signature and the electronic time stamp recorded in the system.

Despite this reform, the majority of companies do not use online bookkeeping. Continuous outreach and educational campaigns with private-sector stakeholders—entrepreneurs, law firms, accountants and business consultants—is necessary to raise awareness and ensure the adoption of this service.

2. Dealing with Construction Permits

Construction permitting in Italy takes longer and is more expensive than the EU average

Construction permitting in Italy is regulated nationally by law DPR 380/2001,¹⁵ but cities implement this legislation differently. On average, dealing with construction permits in Italy requires completing 14 procedures over 198 days, at a cost of 4.6% of the warehouse value. This is on par with the EU average number of procedures. However, the process takes longer and is much more expensive than the EU averages on these indicators, 176.5 days and 1.9% of the warehouse value, respectively. Among EU member states, only in Croatia and Spain is the cost higher than in Italy (figure 4.9). On the building quality control index, which assesses the quality of building

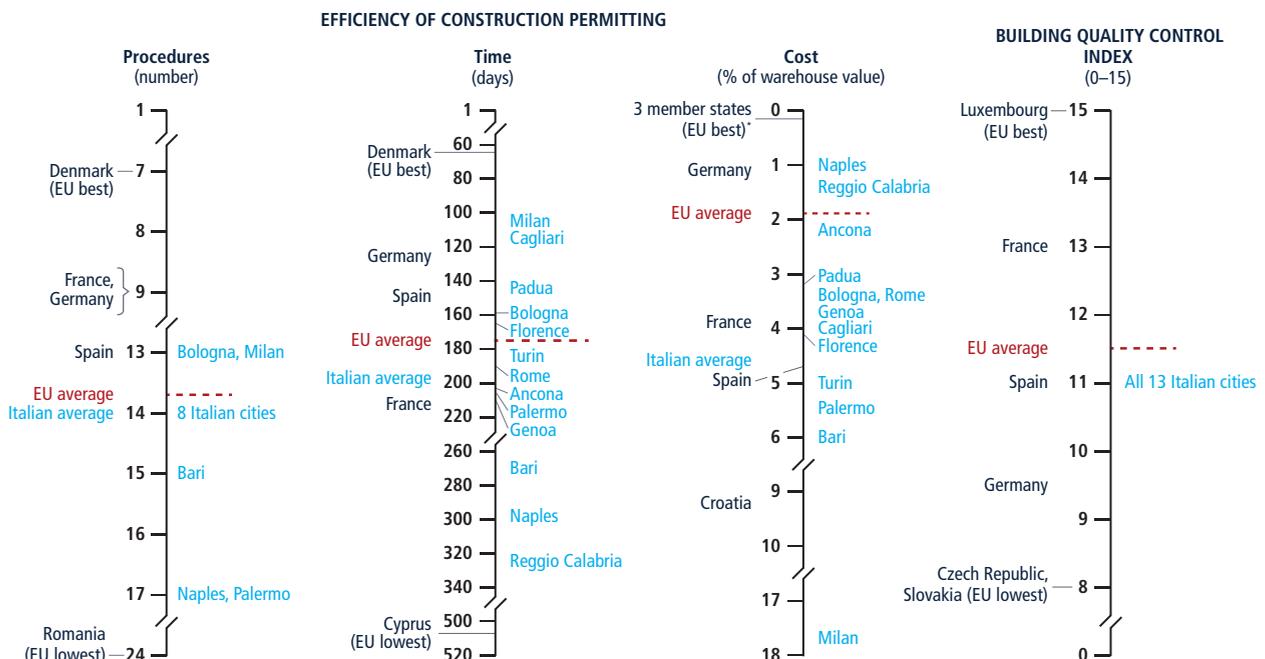
regulations and their implementation, Italian cities score, on average, 11 out of 15 points, slightly below the EU average.

Before construction, Italian entrepreneurs must hire a private licensed company to conduct a geo-technical study of the land and a topographic survey of the land plot. The geotechnical study helps determine the bearing capacity of the land and, in turn, allows the engineer to draft the structural project plan. Entrepreneurs can then apply for a building permit through the municipal one-stop shop for construction permits (SUE)¹⁶ by submitting, among other documents: proof of land ownership, the project-design drawings, a calculation of the urbanization cost based on the warehouse's parameters, and a declaration that the building will

be completed in compliance with urban regulations. If all documentation has been correctly submitted, without the need for revisions, SUE has 90 days to issue the building permit. In practice, however, revisions are commonly requested, which increases the time it takes to obtain the permit. Entrepreneurs must also submit the structural project plan to the seismic office¹⁷ or obtain a clearance from that office, depending on the seismic risk of the location.¹⁸ Once the building permit is issued, SUE must be notified before construction work commences.

Upon completion of the warehouse's structural works, the worksite director prepares a structural work report. Two copies of the report must be submitted to the local seismic office, as well as to

FIGURE 4.9 Dealing with construction permits in Italy is slower and more expensive than in the EU



Source: *Doing Business* database.

Note: The averages for the European Union are based on economy-level data for the 28 EU member states. The averages for Italy are based on the 13 cities benchmarked. Other EU member states are represented by their largest city as measured by global *Doing Business*.

*Czech Republic, Estonia and Slovakia.

an independent engineer or an architect (appointed by the entrepreneur). The independent engineer has 60 days to test the structures and submit the results to the relevant local authority.¹⁹ And once construction has been completed, entrepreneurs must submit a certified notification²⁰ to the fire department, through which they declare the building to be in compliance with all fire safety regulations. In the case of the *Doing Business* case study warehouse, the fire department would then conduct an inspection.

Before being occupied, the warehouse must be registered with the Cadaster, which is housed within the Revenue Agency. The cadastral code received after registration must be submitted, together with other documents, when filing the certified report for occupancy of the building. The process for obtaining an occupancy certificate was simplified in 2016. Since 2016, entrepreneurs no longer have to wait 30 days for the municipality to review the documentation and issue an occupancy certificate. Instead, they file a certified report to the municipality declaring that the building has been built in compliance with national regulations and the approved project.²¹ The building can be occupied immediately after the report's submission.

Dealing with construction permits is easiest in Cagliari, Padua and Bologna

It is easiest to deal with construction permits in Cagliari, where it takes 14 procedures and 115 days to complete the process, at a cost of 4% of the warehouse value. It is most difficult in Milan. While Milan requires the fewest number of procedures (together with Bologna) and has the fastest time, the cost is extremely high, at 17.7% of the warehouse value, which is nearly four times the Italian average (table 4.6).

Naples and Palermo have the most complex processes, while Bologna and Milan require the least procedures

Dealing with construction permits requires 13 procedures in Bologna and

TABLE 4.6 Obtaining building permits in Milan costs almost three times as much as in Bari, the second most expensive city

City	Rank	Score (1–100)	Procedures (number)	Time (days)	Cost (% of warehouse value)	Building quality control index (0–15)
Cagliari	1	72.95	14	115	4.0	11
Padua	2	71.86	14	144	3.2	11
Bologna	3	71.51	13	159	3.4	11
Florence	4	69.22	14	165	4.1	11
Ancona	5	68.87	14	203	2.2	11
Rome	6	68.33	14	189.5	3.4	11
Turin	7	66.65	14	185	5.0	11
Genoa	8	66.58	14	209	3.7	11
Palermo	9	61.52	17	206	5.5	11
Reggio Calabria	10	61.05	14	325.5	1.4	11
Naples	11	60.45	17	298.5	1.0	11
Bari	12	58.27	15	270	6.0	11
Milan	13	57.47	13	105	17.7	11

Source: *Doing Business* database.

Note: Rankings are based on the average score for the procedures, time and cost associated with dealing with construction permits, as well as for the score on the building quality control index. The score is normalized to range from 0 to 100 (the higher the score, the better). For more details, see the chapter "About *Doing Business* and *Doing Business in the European Union 2020: Greece, Ireland and Italy*."

Milan, whereas it takes 17 procedures in Naples and Palermo. It takes 14 or 15 steps in all other cities. Bologna and Milan are the only cities where structural project plans are submitted to SUE, along with the building permit application.²² All other cities require a separate submission to the seismic office.

In Palermo, developers need to send the notification of commencement of works to both SUE and the regional seismic office, while in the rest of the cities only the municipality has to be notified. In Bari, developers submit the structural work report to SUE and to the seismic office, while in all other cities only the latter is required.

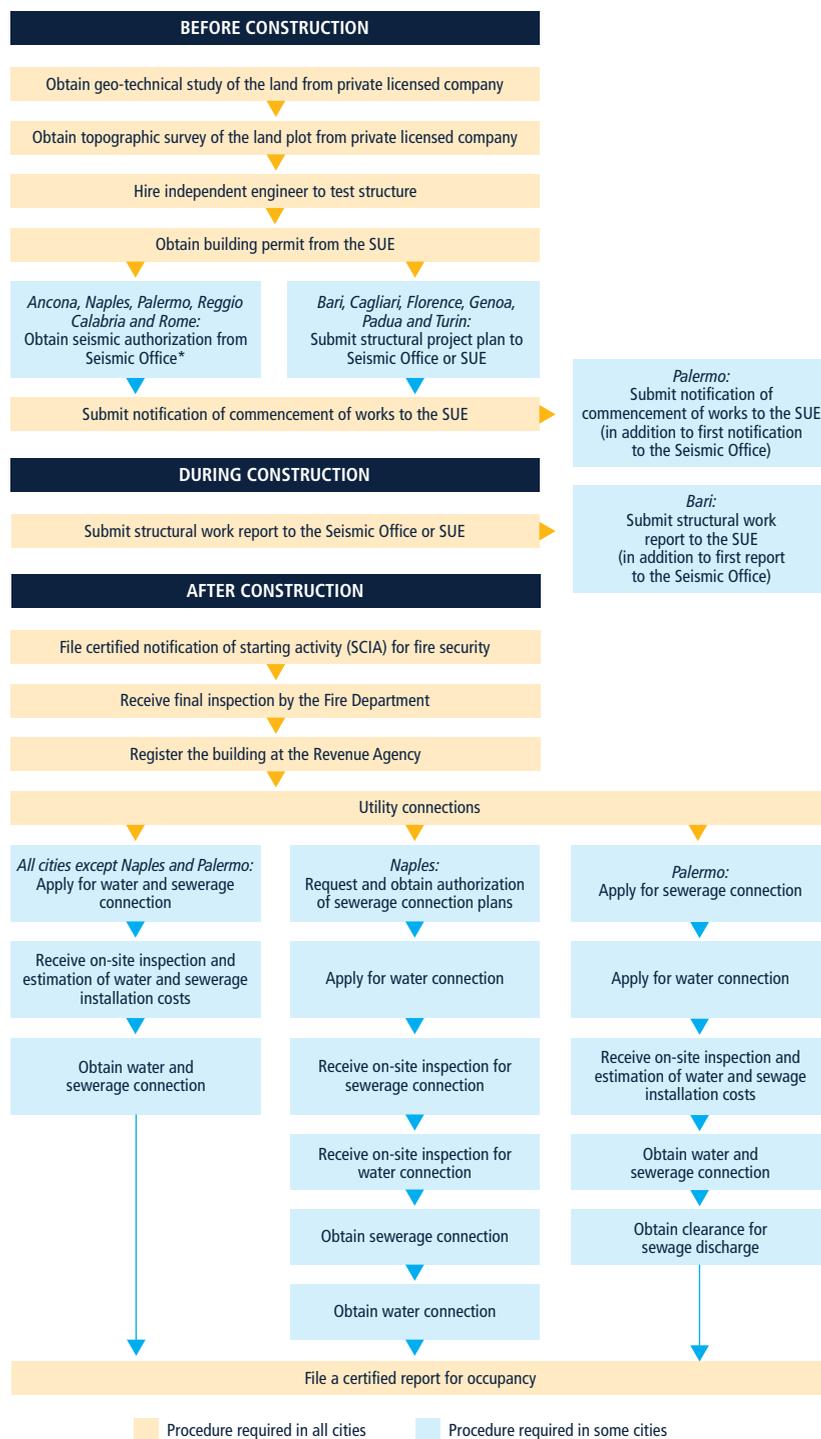
In most Italian cities, developers can obtain water and sewerage connections simultaneously through one single agency in three procedural steps. Naples and Palermo are exceptions. Naples is the only city that has one agency responsible for water connections and another one for sewerage connections.²³

As a consequence, six procedural steps are required to obtain both connections. In Palermo, despite one utility company being responsible for both water and sewerage connections,²⁴ applicants need to request the sewerage connection through SUE, which then forwards the request to the utility company. And once the utility company completes the sewerage connection, the municipality provides its clearance, a step not required in the rest of the cities (figure 4.10).

It takes the least time in Milan and Cagliari to complete construction permitting and the most in Naples and Reggio Calabria

The time to complete the permitting process varies substantially across the cities. It takes 105 days in Milan—mainly due to the speed with which the city issues building permits—and 115 days in Cagliari, but it takes three times longer in Reggio Calabria. Cagliari's faster time is primarily due to the introduction of the one-stop shop for business activities and construction permits (SUAPE) in March

FIGURE 4.10 Naples and Palermo have the most complex processes to deal with construction permits



Source: *Doing Business* database.

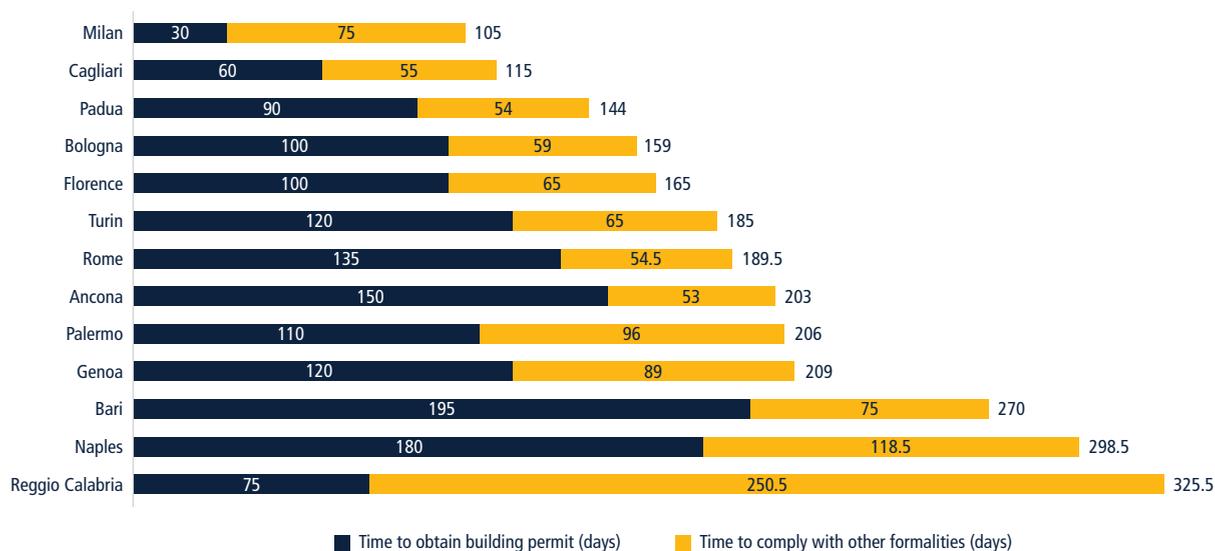
*Because Ancona, Naples, Palermo, Reggio Calabria and Rome are classified as having high seismic risk, a seismic authorization must be obtained. In cities where the seismic risk is lower, it is sufficient to submit the structural project plan before starting construction. In Bologna and Milan, the structural project plan is submitted with the building permit application and therefore is not a separate procedure. Classification of the four seismic areas was first introduced through Order of Prime Minister No. 3274 of March 20, 2003.

2017 that merged the one-stop shop for business activities and the one-stop shop for construction permits into one unique department.²⁵ The SUAPE is connected to an online platform²⁶ through which entrepreneurs can submit all building permit documentation, including the architectural plans and the structural project. Interaction with external agencies, such as the fire department, is also done online through the same platform.

The main reason for delays in Reggio Calabria is the seismic authorization process, which takes more than nine months (as compared to one month in Rome).²⁷ The regional seismic office suffers from numerous inefficiencies, including lack of personnel, outdated facilities and the lack of up-to-date technologies. To address the backlog these inefficiencies created, in March 2019, the regional council introduced a new regulation that allows distributing seismic authorization requests among municipalities based on the number of applications to be processed rather than territorial criteria.²⁸ Backlogs are, in fact, particularly large in southern Italy, where Reggio Calabria is located. Six cities (Bari, Cagliari, Florence, Genoa, Padua and Turin), located in low-risk seismic locations, do not issue a seismic authorization. There, the process requires a simple submission of the structural project plan to the seismic office or to SUE.

Another driver of the variation in the time to complete permitting is how long it takes to obtain a building permit from SUE. The average time across the country is lengthy, at 113 days, which is more than double the EU average of 56 days.²⁹ However, the time varies substantially across cities. It takes only one month in Milan (figure 4.11). Milan has effectively implemented recent national reforms that shift the responsibility of ensuring that required documentation complies with the legislation to private professionals, thus drastically reducing the workload of public officials. The other cities have not yet applied this reform effectively in practice.

FIGURE 4.11 It takes the least time to obtain a building permit in Milan and the most in Reggio Calabria



Source: *Doing Business* database.

On the other hand, issuing a building permit takes 75 days in Reggio Calabria and more than six months in Bari. The delays in Bari are mainly due to the municipality transitioning from a paper-based system to an online platform. Currently, public officials request both the paper-based application and an online application from entrepreneurs. In addition, SUE's performance in communicating with other relevant agencies, such as the fire department, has been weak. As a result, entrepreneurs often have to visit these agencies separately to get the clearances required for obtaining the building permit.

The efficiency of the local water and sewerage companies also plays a role in the cities' variance on how long it takes to complete permitting. Obtaining a water and sewerage connection ranges from 20 days in Reggio Calabria to 70 days in Palermo.

The cost to complete permitting varies starkly across the cities benchmarked, ranging from 1.0% of the warehouse value in Naples to 17.7% in Milan. This is largely driven by the building permit fees, which are set locally.

In addition to analyzing efficiency, *Doing Business* also looks at the underlying quality of construction regulations using a measure called the building quality control index. All Italian cities scored 11 out of a possible 15 on the index (table 4.7). All relevant laws and regulations are published online, as well as fee schedules and an explanation of the required pre-approvals for obtaining a building permit.

Italy has strong quality control mechanisms, both during and after construction. In addition to having a supervising engineer oversee the construction process during the project, the Building Code requires entrepreneurs to appoint an independent engineer or an architect to test the structures once the structural works have been finalized. And within 15 days of the building's completion, the engineer must submit a statement attesting to the compliance of the building with the original project, as well as the other statements of the independent experts involved in testing the structure.

Italy also has strong liability and insurance regimes. The law holds all relevant parties (i.e., the architect or engineer who

designed the plans; the professional in charge of the supervision of the construction; and the construction company and project owner) liable for 10 years for any defects in the construction.³⁰ These parties are required to hold insurance to cover the cost of damages/defects after the building has been occupied.

Where Italian cities failed to earn points on the index is related to quality control before construction and the professional certifications required by law. In fact, regulations do not stipulate that a qualified architect or engineer must review the plans, although in practice most municipalities do hire a qualified professional.

WHAT CAN BE IMPROVED?

Eliminate paper-based building permit applications and adopt fully electronic systems

Electronic permitting systems are becoming increasingly common in Europe, and the European Commission has defined electronic application for building permission as one of 20 primary e-government services.³¹ In Italy, Law

TABLE 4.7 Italian cities have strong quality control mechanisms during and after construction

		All cities
Building quality control index (0–15)		11
Quality of building regulations (0–2)	Are building regulations easily accessible?	1
	Are the requirements for obtaining a building permit clearly specified?	1
Quality control before construction (0–1)	Is a licensed architect or licensed engineer part of the committee or team that reviews and approves building permit applications?	0
Quality control during construction (0–3)	Are inspections mandated by law during the construction process?	1
	Are inspections during construction implemented in practice?	1
Quality control after construction (0–3)	Is a final inspection mandated by law?	2
	Is a final inspection implemented in practice?	1
Liability and insurance regimes (0–2)	Is any party involved in the construction process held legally liable for latent defects once the building is in use?	1
	Is any party involved in the construction process legally required to obtain a latent defect liability—or decennial (10-year) liability—insurance policy to cover possible structural flaws or problems in the building once it is in use?	1
Professional certifications (0–4)	Are there qualification requirements for the professional responsible for verifying that the architectural plans or drawings are in compliance with the building regulations?	0
	Are there qualification requirements for the professional who conducts the technical inspections during construction?	2

Maximum points obtained.

Source: *Doing Business* database.

Note: For details on the scoring of each question, please refer to the chapter “Data Notes”.

No. 124/2015 mandates all procedures related to obtaining the building permit must be done online. However, not all municipalities have updated their internal system. Florence, Milan and Naples still process building permit applications via hard copy. And while the rest of the cities have shifted to online platforms, they are still allowing paper-based applications. In fact, the electronic platforms used in Bari, Genoa, Palermo and Reggio Calabria are still not fully functional, which means applicants often submit both an electronic and a hard-copy application. Bologna, Cagliari, Padua and Turin, however, have online platforms sophisticated enough that entrepreneurs prefer online submission, and they are not required to follow up with a hard-copy application. In fact, the average time to issue a building permit in the latter four cities, which process predominantly online applications, is 93 days, compared to 125 days in the

four cities that accept both electronic and hard-copy applications.

The complete computerization of the building permit process would provide several benefits, including quicker receipt of documentation, quicker transfer time of the files from office to office, as well as easier tracking of the documentation. Moreover, many delays in issuing the building permit are caused by an incomplete submission of documentation, which then requires public officials to spend time requesting the missing documentation, as opposed to reviewing the files. Online submission, such as is currently in use in Cagliari, Padua and Turin, would allow an automated system to reject any application without complete documentation.

Cities that have not moved their processes entirely online could look to

Bologna for a way forward. Since 2014, building permit applications there could be submitted through an online platform, but paper submissions were still accepted. That same year, the local professional associations of architects and of engineers met with the municipality, and they all agreed that all applications should be submitted online. The municipality and the associations cooperated on the messaging about the effort, organizing several workshops and trainings. As a result, no applications have been submitted via hard copy, and the time to issue a building permit has dropped by 20 days since 2013.³²

Palermo, which introduced the online platform *Super@edi* in 2015 for handling building permit applications, provides another good example. Two years after its implementation, the platform was further enhanced with the introduction of a single standard form for all building-related practices. Even though the online platform has yet to integrate all the relevant authorities, such as the regional seismic office or the fire department, moving just some of the process online has allowed Palermo to issue building permits in nearly half the time (110 days) it took in 2013 (200 days).³³

In the long run, Italian municipalities and professional associations should look into the advantages offered by Building Information Modelling (BIM) software, which makes it possible to incorporate building regulation parameters into project design. The software helps professionals plan projects that comply with national and local regulations, and it makes conducting post-design checks easier and faster for public authorities. Introducing BIM technology requires financial investments and training for both private professionals and public sector officials, of course. A strong collaboration between professional associations and municipalities, therefore, would be essential in the preparation and implementation phases.

Enhance online platforms to ensure all relevant agencies are connected

In addition to eliminating paper-based applications, online platforms should be expanded to incorporate other agencies that are involved in the building permit approval process, particularly the agencies responsible for issuing the seismic authorization. In Naples, Palermo and Reggio Calabria, delays in issuing the building permit stem from the lack of coordination between the municipality and the relevant office responsible for the seismic clearance. By linking the seismic or technical offices to the online platform, the time and procedural steps to issue the building permit could be significantly reduced.

When agencies are not linked, entrepreneurs end up having to submit the same plans multiple times to each of them. In fact, the processes to review the architectural plans and to review the structural plans are not mutually exclusive: changes to the architectural plans often entail changes to the structural plans, and vice-versa. Allowing the submission of both plans simultaneously, and receiving requests for plan revisions by different offices in synchronicity, would allow applicants to save time.

Bologna provides yet another good example regarding online innovations, as do Cagliari and Padua. In Bologna, a seismic authorization is not required, but entrepreneurs must still submit the structural project plans to the seismic office. However, since 2012, the seismic office has been integrated into the municipality of Bologna, and the two are linked via the same online platform. This has greatly improved the two authorities' ability to coordinate and has reduced delays significantly.

The list of approvals needed to start construction is not limited to architectural and structural authorizations. Depending on the location, the intended use of the building, and the complexity of the project, approvals from several national,

regional and municipal authorities might be needed. Good examples of online platforms that allow inter-agency communication already exist: in Padua, *Padovane*³⁴ allows the submission of all documentation at once. All relevant departments, both within and outside the municipality, are connected to the same platform. As a result of this initiative, the time to issue a building permit decreased in Padua from 135 days, in 2013, to 90 days currently.³⁵ Since 2019, the online system is updated in collaboration with the Chamber of Commerce, which has provided specific training to officers using the platform. The new system will allow private professionals to track the status of their applications, including tracking which offices have already reviewed the file, identifying any missing documents and checking whether revisions need to be made. Such a system gives entrepreneurs more control over the process because they can address issues with applications as they arise, without waiting for the local authority to send them all the issues to revise at once. Other cities could follow suit in incorporating this tracking feature into their online platforms.

In Cagliari, the one-stop shop for business activities and construction permits (SUAPE) is connected to an online platform through which entrepreneurs can submit all building permit documentation. Interacting with external agencies, such as the fire department, is also done online via this platform. As a result of implementing this system, Cagliari now issues building permits in 60 days, on average, instead of six months, as in 2013. Today, it is the second fastest city benchmarked for issuing building permits, behind only Milan.³⁶

Improving interagency communications with technology solutions is key to simplifying the construction permitting process across Italy. Rather than having each municipality or agency develop its own technology platform, a national digitalization plan is necessary, involving all stakeholders, from central to local

authorities to professional associations and the Chambers of Commerce. A national solution would be simpler and less expensive to implement and maintain, due to the benefits of scale, than multiple municipal systems, and it would prevent municipalities and agencies each from reinventing the wheel and from developing incompatible systems. Italy can draw from the positive experiences of Bologna, Cagliari and Padua to develop and design such a platform. Also, *Impresa in un giorno*,³⁷ the online system used to incorporate new businesses, and managed by Unioncamere, the Italian Union of Chambers of Commerce, is a successful example of a nationwide, single platform that links the activities of different agencies.

Continue to implement legislative reforms aimed at shifting responsibility to private professionals

Several recent national reforms, aimed at simplifying public administration procedures, have impacted the construction permitting process. In 2016, the principle of self-certification by accredited professionals, instead of authorizations by a public authority, was introduced.³⁸ It has since been extended to many processes, from obtaining the building permit to getting the occupancy certificate.

As a result of this move toward self-certification, many municipalities have updated their local regulations. However, these new practices have not been fully or properly implemented in many cities, and the transition from the old to the new system can be time-consuming. This lack of full adoption is a common experience among countries that have shifted responsibilities to the private sector. While the shift can be a challenging process, the benefit of having a highly specialized workforce flexible to changes in demand might be substantial. Australia, Singapore and the United Kingdom are among the countries that have adopted a system of third-party contractors to expand regulatory coverage and expertise.³⁹ In general, research shows that

construction permitting is more efficient in economies that rely on some form of private sector participation in construction permitting or control processes.⁴⁰ But such a system needs to be accompanied by adequate safeguards, such as more robust qualification requirements for professionals who approve building plans.

Milan and Cagliari in Italy offer good examples that other cities could look to. Milan has been the trailblazer in adopting the self-certification system for building permits, through the so-called *Scia-alternativa*. This has not been without its challenges. Professionals have complained about the lack of certainty in the regulations, with many laws and amendments overlapping each other in different pieces of legislation, making it difficult to determine which should be followed. In turn, this confusion has made professionals reluctant to take responsibility for the accuracy of the documentation they submit, and so they tend to spend a lot of time with public servants double-checking the compliance of their documents and plans. Milan has been working to address these challenges: the city is undertaking an initiative, involving both private professionals' associations and public servants, to produce a series of online videoclips in which the director of the one-stop shop for construction permits explains what to do in different situations.

In Cagliari, a regional law in 2016 simplified building procedures by introducing the "single housing declaration" (DUA).⁴¹ There are three standards: i) "zero days," for simple renovations, where the entrepreneur only submits the required documentation, without needing to wait for a clearance; ii) "20 days," for new constructions that do not require the municipality to consult with other agencies and which the entrepreneur can begin building 20 days from the date of application through the silence-is-consent rule; or iii) the "conference of services" procedure. Under the third category, if external

actors are involved and/or the application requires discretionary judgments by the public administration, as is the case with the *Doing Business* warehouse in the case study, an entrepreneur must undergo a "conference of services" whereby the external actors involved review the building permit application and give their opinion before the permit can be issued. The process can take up to 60 days.

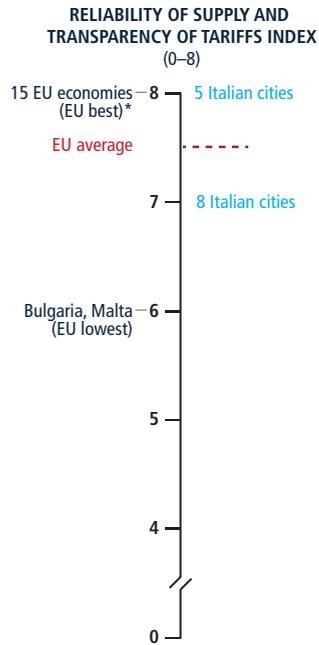
Consider reducing the fees

The building permit fees across most Italian cities are high, accounting for more than three-quarters of the total cost to complete permitting in all cities except Naples and Reggio Calabria.⁴² An Italian entrepreneur pays, on average, EUR 57,194 for the building permit. While building permit fees allow local authorities to provide public infrastructures and facilities that benefit developments within their area, excessive costs tend to reduce investment in commercial properties, adversely affecting job growth.⁴³

Italy could consider reducing these fees or applying more targeted criteria when implementing them, backed by approved or planned capital expenditure programs directly linked to the potential use of the funds collected. This would help ensure the system is not punitive toward investors and that the contributions are set at the minimum required to ensure the functionality of the area's public infrastructure. Serbia, for example, driven by the need to accelerate construction investments, abolished similar fees in 2014 for some buildings.⁴⁴ And in New Zealand, development contribution fees are calculated as a "fair, equitable, and proportionate portion of the total cost of capital expenditure necessary to service growth over the long term." When setting the fees, the Auckland Council considers factors, such as the cost implications of infrastructure funding decisions on development and the challenges developers face in getting their products built, noting "if development costs are too high this may act as a barrier to development and slow down growth."⁴⁵

Italian cities that have high fees could also look to the examples of Naples, Reggio Calabria and Ancona, where building permit fees are in line with the EU average.

FIGURE 4.13 Reliable electric service in five Italian cities puts them in the same tier as the best-performing EU member states



Source: Doing Business database.

*Belgium, Cyprus, the Czech Republic, Estonia, Finland, France, Germany, Ireland, Lithuania, the Netherlands, Slovakia, Slovenia, Spain, Sweden and the United Kingdom.

connections are popular because they are simpler and less expensive for builders since they do not require installing a new transformer. On the other hand, with medium-voltage connections, customers benefit from the lower cost of electricity.

The process of getting electricity in Italy is regulated at the national level and monitored by a regulatory agency, the Italian Regulatory Authority for Energy, Networks, and Environment (ARERA). In most cases, to get a new electricity connection, customers interact primarily with a supplier they choose on the market. The selected supplier interacts with the utility on behalf of the client throughout the entire process of obtaining the connection. Therefore, the customer submits a connection request to a supplier, rather than—as in most EU member states—to the utility.⁵⁰ This allows Italian customers to skip a typical step: instead of applying to the utility, and then signing a contract

with a supplier, they only need to do the latter. Milan is an exception because the majority of requests for new connections there are submitted directly to the utility, with the supply contract signed at the end of the process (figure 4.15).

Upon receiving a request for a new connection, a utility's technician inspects the site and meets with the customer to explore the options for connecting to the grid. Based on the results of the inspection, the utility sends the technical conditions for the connection and the related fees to the customer. Upon receiving the payment receipt from the customer, the distribution utility obtains all the necessary permits (e.g., the excavation permit

from the local municipality) and then performs the connection works through an external contractor. In all cities where the warehouse is connected to the medium-voltage grid, clients are responsible for setting up their own secondary substation. Once the connection works are completed and the meter is installed, the connection is electrified without any further action required of the customer.

Obtaining a new electricity connection is easiest in Bologna, hardest in Palermo

Overall, among the 13 cities benchmarked, getting electricity is easiest in Bologna and hardest in Palermo. Getting electricity takes the least time in Bologna

FIGURE 4.14 Electricity distribution utilities operate in designated geographic zones



Source: Doing Business database.

FIGURE 4.15 Getting electricity requires the fewest number of procedures in Turin

Low-voltage connection in Milan (distribution utility: a2a-Unareti)

Procedure	Agency
● Submit application to a supplier and receive external site inspection by utility	Distribution utility
● Receive a cost estimate from the utility	Distribution utility
● Obtain external works and meter installation from utility	Distribution utility
● Sign a supply contract and await final connection	Electrical supplier

Low-voltage connection in Turin (distribution utility: Ireti)

Procedure	Agency
● Submit application to a supplier and receive external site inspection by utility	Electrical supplier
● Receive a cost estimate from the utility	Distribution utility
● Obtain external works from utility, meter installation and electricity flow	Distribution utility

Medium-voltage connection in the 10 cities with e-distribuzione and in Rome (distribution utility: Areti)

Procedure	Agency
● Submit application to a supplier and receive external site inspection by utility	Electrical supplier
● Receive a cost estimate from the utility	Distribution utility
● Purchase and install secondary transformer	Electrical supplier
● Obtain external works from utility, meter installation and electricity flow	Distribution utility

Source: Doing Business database.

and Rome. Turin ranks second in terms of how quickly customers can get a connection, and it also requires the fewest procedures. Along with Milan, Turin is also the least expensive city in which to obtain a connection, whereas Rome is the most expensive (table 4.8).

Variance across cities in how long it takes to get a connection is driven by how long it takes to obtain an authorization to excavate

Obtaining a connection requires less than three months in Bologna and Rome (75 days), but takes more than twice as long in Genoa (160), Padua (172) and Ancona (184), and three times as long in Palermo (231 days). These differences are driven

by how long it takes to obtain authorizations to excavate from local authorities. In all the cities benchmarked, an excavation permit from the municipality is needed. In some cities, the municipal excavation permit is not the only required authorization. In fact, the regulations governing electrical systems and power lines up to 150 kilovolt-amperes (kVA) are established at the local level, and therefore requirements differ by region.⁵¹ For example, in Milan, distributors need to obtain clearances from all other utilities with underground infrastructures. In Cagliari and Padua, provincial authorities need to provide an authorization in addition to the one from the municipality. And in Palermo, the utility needs to obtain permits from 15 authorities. Overall, obtaining excavation permits in cities where only a municipal authorization is needed requires between one month (as in Bologna and Rome) to 4 months (as in Ancona). In cities where authorizations from multiple authorities are required, it can take up to six months, as in Palermo (figure 4.16).

Some differences across cities stem also from the time it takes for utilities to complete an electrical connection. The maximum time to complete connections is strictly regulated at the national level.⁵² Utilities have to report every year to the national regulator ARERA the timeframe within which they provided connections. While utilities, on average, comply with the time limits set by ARERA, in some cities the process is faster than in others. Obtaining a cost estimate from the utility requires only 10 days in Milan, three weeks in Genoa and Turin, and between four and five weeks in the rest of the cities. Getting the cost estimate takes longest in Cagliari (35 days). Completing the material connection works—which occurs after obtaining the excavation permits—takes only five days in Milan, but more than a month in Ancona, Cagliari, and Genoa.

Connection fees are strictly regulated at the national level based on two criteria: how distant the connection point is from the existing grid and the subscribed

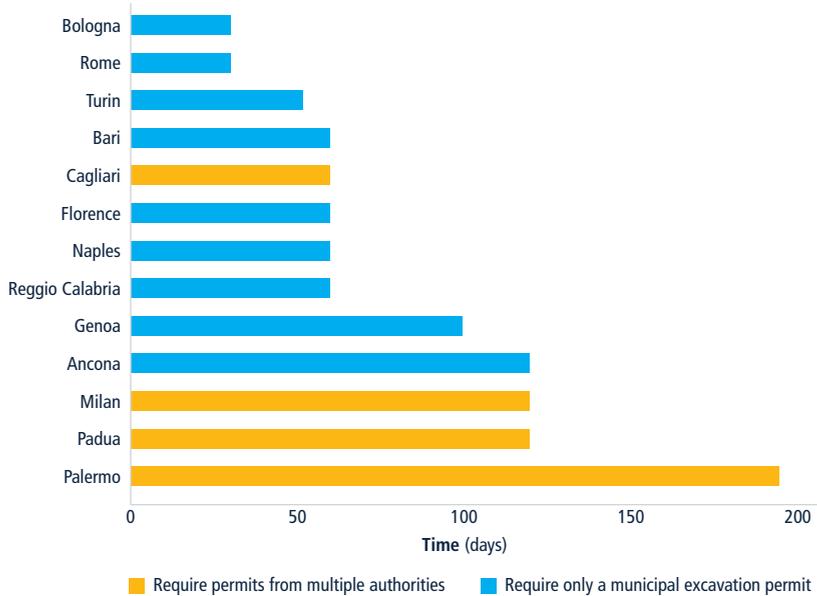
TABLE 4.8 Getting electricity takes the least time in Bologna and Rome and is least expensive in Milan and Turin

City	Rank	Score (0–100)	Procedures (number)	Time (days)	Cost (% of income per capita)	Reliability of supply and transparency of tariffs index (0–8)
Bologna	1	89.24	4	75	130.4	8
Turin	2	87.53	3	103	34.1	7
Rome	3	86.08	4	75	138.9	7
Florence	4	85.65	4	108	130.4	8
Reggio Calabria	5	82.52	4	108	130.4	7
Naples	6	82.09	4	112	130.4	7
Bari	7	81.33	4	119	130.4	7
Cagliari	8	80.24	4	129	130.4	7
Genoa	9	80.00	4	160	130.4	8
Milan	10	79.78	4	136	34.1	7
Padua	11	78.69	4	172	130.4	8
Ancona	12	77.39	4	184	130.4	8
Palermo	13	69.15	4	231	130.4	7

Source: Doing Business database.

Note: Rankings are based on the average score for the procedures, time and cost associated with getting electricity as well as for the reliability of supply and transparency of tariffs index. The score is normalized to range from 0 to 100 (the higher the score, the better). For more details, see the chapter "About Doing Business and Doing Business in the European Union 2020: Greece, Ireland and Italy."

FIGURE 4.16 Obtaining excavation permits takes one month in Bologna and Rome but six months in Palermo



Source: Doing Business database.

capacity. For the same distance and subscribed capacity, low-voltage connection fees are slightly more expensive than medium-voltage connection fees (for the *Doing Business* case study, EUR 10,011 and EUR 8,292, respectively). The utility operating in Rome is the only one that charges a fee of EUR 2,500 for preparing the quote, which is done for free in the other cities. This makes Rome the most expensive of the 13 cities in which to obtain new electricity connections. Where a connection to the medium-voltage network is required, customers must also purchase and install a secondary transformer station, according to the technical specification provided by the utility. The cost of the secondary transformer station is EUR 30,000 on average.

The electricity supply is most reliable in Bologna and Florence and least reliable in Palermo and Reggio Calabria

Although automated systems monitor power outages and restore service in all Italian cities, and the energy regulator monitors the utility's performance, there are differences among the cities in the

frequency and duration of outages they experience. In 2018, Bologna had the most reliable network: customers experienced on average 0.5 service interruptions, lasting a total of less than half an hour.

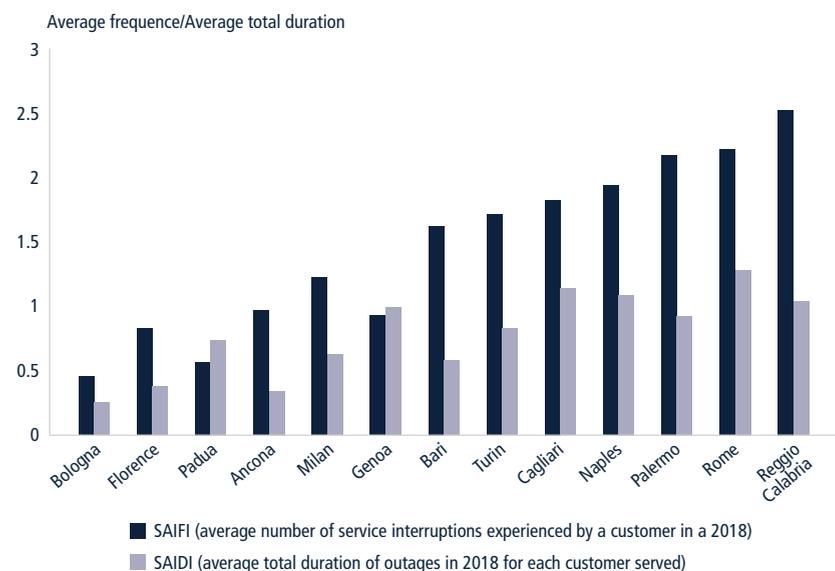
In Palermo, Reggio Calabria and Rome, by contrast, customers experienced, on average, more than two outages. And in Cagliari, Naples, Reggio Calabria and Rome, the total duration of outages in 2018 exceeded one hour (figure 4.17).

WHAT CAN BE IMPROVED?

Streamline the process for obtaining excavation permits

The main bottleneck in the process of getting electricity in Italy is how long it takes utilities to obtain the clearances needed before connection works can start. In all cities, an excavation permit from the municipality is required. Although the excavation permit is obtained by the distribution utility, it affects how long clients have to wait to get the external connection. The total time to complete the external works and meter installation could be reduced if the municipalities had a defined deadline by which they had to issue the excavation permits and all the other authorizations needed to start the connection works. It is also important to monitor the compliance of the relevant

FIGURE 4.17 In 2018, outages in Bologna were five times less frequent than in Reggio Calabria and five time shorter in duration than in Rome



Source: Doing Business database.

agency. The introduction of silence-is-consent rules—such that when the approving authority fails to respond within the given time frame, the approval is automatically granted—would drastically reduce the time to obtain the authorizations. For other types of administrative authorizations, such as building permits, Italy has already introduced silence-is-consent rules. This principle easily could be extended to the process of getting electricity.

Relevant authorizations could also be consolidated into one single permit. This would eliminate the need for utilities to approach multiple offices regarding the same project. It would also avoid the risk of different officials issuing contradictory decisions. Lithuania offers a good example of how the process can be streamlined. There, applicants (in the Italian case, these would be utilities) submit only one consolidated form to the municipality, which then collects the clearances from different authorities on their behalf.

Introduce a geographic information system for the electricity distribution network

Inspections by the utility, for which the customer must be present, are one area where the process in Italy can be simplified. Currently, once a new connection request is lodged, utilities in Italy need to send a technician to the site to meet with the customer. The inspection confirms the location of the property, checks the building's surroundings, and determines precisely where cables and the meter should be installed. A cost estimate can be issued only once this is done. These inspections are required currently even for simple low-voltage connections, where there is no need to install a new transformer.

Inspections represent a cost for both utilities and customers. In many economies around the world, utilities use a geographic information system (GIS) to map their distribution networks and

connection points throughout a region or country. Thanks to GIS, utilities have better control over the new electricity connections and require less inspections. In Istanbul, for example, the utility Boğaziçi Elektrik Dağıtım A.Ş. no longer conducts external inspections for new electricity connections. Instead, they use GIS to check whether an additional transformer is needed to provide electricity to a new customer.

The requirement that inspectors go to each site could be one of the reasons for backlogs in the Italian cities with less staff. Using GIS would help remove such backlogs. To make the change gradual and safe, Italy could follow the example of Portugal, where the use of GIS to replace site visits was conducted as a pilot project first, in the city of Coimbra, before it was used widely.

Provide the option to pay connection fees in installments and review the cost of obtaining a new connection

Currently in Italy, the connection works start after the client has paid the connection fees in full. New electricity connections in Italy can be costly, especially medium-voltage connections, for which customers must cover upfront the cost for the substation. While Italy should seek ways to reduce such costs over the long run, the utility can provide financing options in the near term. One option worth considering is allowing customers to pay in installments. A fraction of the bill would need to be paid immediately, but the balance could then be repaid with the first few electricity bills, after the connection is finalized.

Italy could look to the example of Croatia, where, once the entrepreneur pays at least 50% of the connection fee, the external works can start. The remaining 50% can be paid later, before the connection is electrified. In the Republic of Korea, the distribution utility KEPCO charges a standard construction cost of about USD 10,000 for a 150-meter service line with a 140-kilovolt-ampere

(kVA) load for underground power intake, a cost similar to what is charged in Italy. However, KEPCO charges only 30% of the cost up-front, while the remaining 70% is paid in installments over a period of up to two years.

If a connection to the medium-voltage network is required, more complicated connection works may be necessary. The resulting capital investments in such cases are covered by the new customer, an obligation that substantially raises the total connection cost. The cost of a new transformer represents a financial obstacle for most small and medium-size enterprises. The distribution utility could contribute to the initial capital investment, as is done in Thailand. This initial investment could be recovered through transparent consumption tariffs charged to all customers that connect to the new transformer.

Finally, Italy could take inspiration from other EU member states, such as Slovakia, and differentiate the connection fees based on the regional gross domestic product rather than charging the same fees across the country. This would help customers in regions where the income per capita is lower.

Improve the reliability of the electricity supply

Minimizing the frequency and duration of power outages is critical for the good of the economy and society in general. Financial sanctions are useful in creating incentives for distribution utilities to maintain a high reliability of supply throughout the year and across their entire zone of operations. Italy could reinforce its system of sanctions for utilities that exceed the caps and benefits for utilities that perform well. But financial sanctions alone are not enough. A distribution utility is only the last link in the supply chain for electricity; many actors play key parts in generation, transmission and distribution. Moreover, multiple interdependent factors directly affect reliability. Evidence suggests that investment levels

in electricity generation, tariff levels and bill collection rates, the operational efficiency of the utilities, and the overarching regulatory framework are all key factors in determining the reliability of supply.⁵³

Introduce an online cost calculator

Currently, prospective applicants in Italy cannot determine connection costs ahead of time. The only way to know such costs is to lodge an application and wait for the utility to carry out a visit to the project site and provide a quote. Customers would therefore greatly benefit from having more predictability with regard to connection costs. This would also save customers from reaching out informally to suppliers and utilities ahead of submitting an application to get an idea about how much a connection might cost.

In Malaysia, a best practice economy in this area of business regulation, the distribution utility TNB has a detailed document on its website that describes different connection schemes and provides the formulas used to calculate the connection costs. To complement such an initiative, sample estimates could also be provided so customers can see the historical cost of connections along with connection details (e.g., load, distance to network, etc.). Another way to increase cost transparency is to publish an online calculator for customers. A Portuguese utility, EDP Distribuição, provides users with such a tool online.⁵⁴

Ideally, customers would input some basic connection specifics, and the online tool would generate a preliminary estimate. At first, that estimate might be merely a cost range, until Italian utilities refined the calculator. A disclaimer would be needed to alert users to expect to see differences between the calculator's estimate and the more exact estimate that would be issued following the site survey. Even a crude calculator, though, would help guide customers and discourage applicants with insufficient funds. And, over time, the cost calculator would likely

become more precise as Italian utilities accumulated more and more data on past connections.

4. Registering Property

Transferring a property in Italy is easier than elsewhere in the European Union

Property tenure in Italy is regulated at the national level through the Civil Code. Both the cadastral and land registration are managed by the Italian Revenue Agency (*Agenzia delle Entrate*), which took over the previous Agency of Land (*Agenzia del Territorio*) in 2012.

The process for registering property across Italian cities is relatively efficient. Transferring a property from one private company to another takes, on average, four procedures over three weeks at a cost of EUR 64,240, which represents 4.4% of the property value. Versus the EU average, Italy uses one fewer procedure and takes less time and charges less to transfer property (figure 4.18). Italian cities perform well on the quality of land administration index, too, scoring, on average, more than 25 points (out of 30), two points higher than the EU average, and not far from the global best practices.

Typically, transfers of property occur when owners, who can prove their rights, and buyers, who mutually agree on the terms of transaction, sign a deed of sale and a notary public authenticates it.

The notary first reviews the documents submitted by the seller and conducts the necessary searches to ascertain the seller's rights to the property (figure 4.19). The notary also checks whether or not the property is free of encumbrances and ensures there are no outstanding taxes on it due to the Revenue Agency. These initial checks are performed on the web-based platform *Sister*, which provides access to both the cadastral and the land registry databases. Last, the notary verifies the company's status and its representative's mandate on the online

platform of the Register of Enterprises, called *Registro delle imprese*.

The notary then drafts or reviews the contract; once the parties agree upon its terms, they sign it. The notary's authentication of the contract represents the moment when the ownership right of the buyer is constituted. On this occasion, the parties pay all necessary taxes, plus public and notary fees.

The next and final step of the process requires the notary to submit the transcription note to the Revenue Agency online. The note summarizes the information in the deed of sale. While it can only be submitted online, the full deed can be attached to the note electronically or given to the local branch of the Revenue Agency in paper form. Most notaries submit it electronically. Upon submission, notaries receive a confirmation of administrative compliance.

In the late 1980s, Italy embarked on a long-term digitalization process that, over time, has simplified and shortened the property registration process. The initiative included digitization of records, as well as a drive toward the use of electronic systems. It was implemented in stages in various regions of the country; improvements continue to this day. Currently, several operations can be completed using the Revenue Agency's web-based platform, *Sister*, including encumbrance searches, cadastral searches, the updating of land plot maps, the updating of building plans, and registering ownership changes. Several information and communications technology tools were developed over time (box 4.2).

Property registration is fastest in Rome, slowest in Bari and Padua

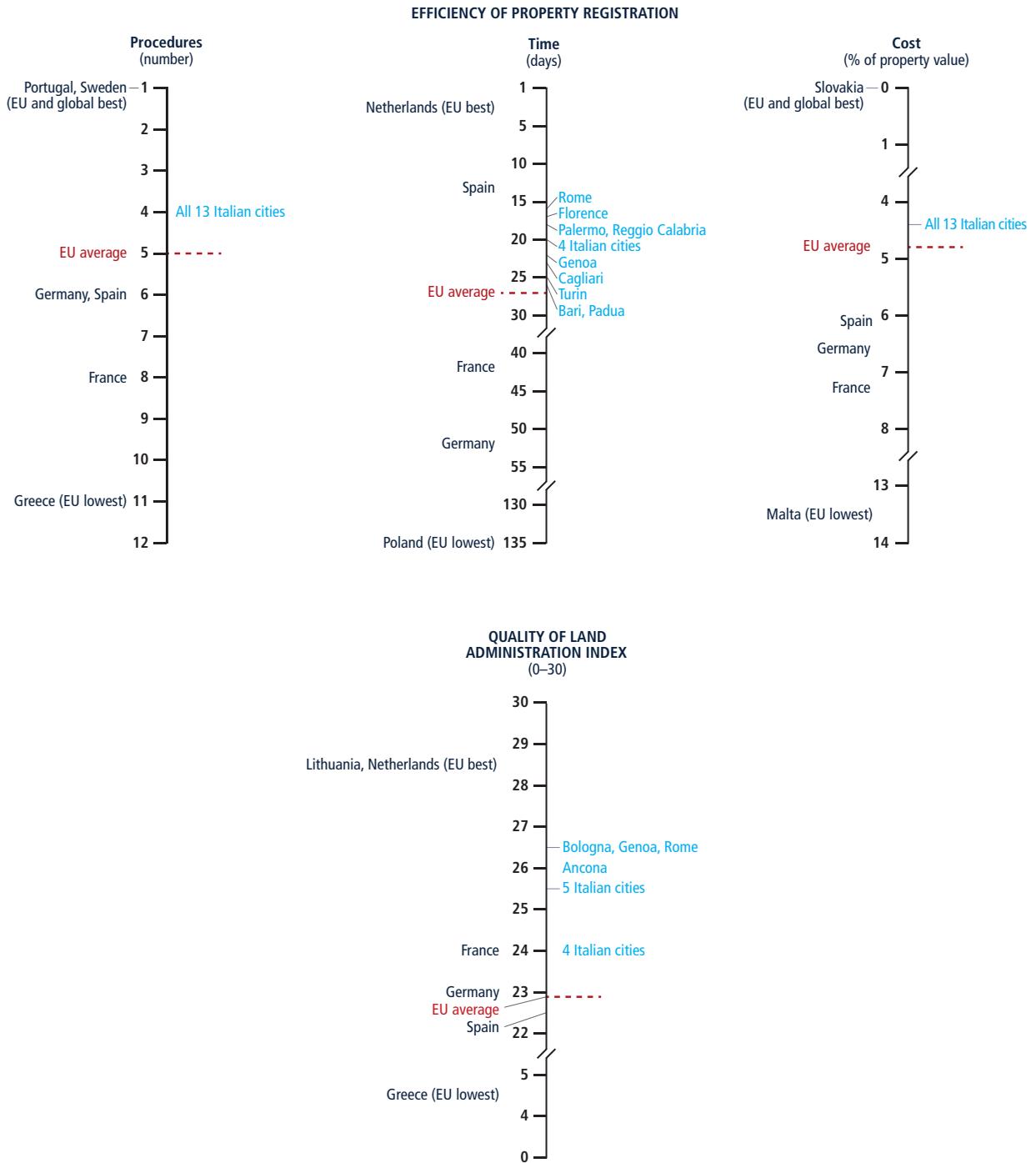
Registering property is easier in Rome, Bologna and Genoa and more difficult in

Cagliari, Bari and Padua (table 4.9). The process unfolds identically throughout all the cities, requiring the same four procedures, but the time it takes to register property varies from 16 days in Rome to 26 days in Padua and Bari. One of the main drivers of these differences in time is the availability of notaries and how efficient they are. For instance, notaries tend to take longer in Padua and Bari than in Rome and Florence. Also, in 2017, each notary in Rome and Florence received, on average, 151 and 242 transaction requests, respectively. In Padua and Bari, on the other hand, notaries received, on average, 460 and 788 transaction requests, respectively. Additionally, Padua and Bari were part of the last wave to adopt the digital tool for online registration of property transfers. The legal basis for online registration was established in 2000, and deployment of the online registration tool happened in stages between 2001 and 2012.

The differences between cities in how long it takes to register property can be analyzed further based on how long it takes the notary to draft and execute the deed, and how long it takes before the notary registers the deed with the Land Registry and Cadastre Office. In Palermo, it takes 11 days for notaries to conduct the searches, review the documents and execute the deed. The same process takes 17 days for notaries in Milan and Padua. Submitting the transcription note to register the deed after the deed's execution takes notaries 3 days in Milan, 10 days in Bari and 12 days in Turin.

The cost of completing a property transfer is the same throughout the country and stands at EUR 64,240 (4.4% of the property value). Revenue Agency fees are also identical and set nationally. Notary charges were deregulated in 2012 but remain at roughly the same level, about

FIGURE 4.18 Italian cities perform better on the quality of land administration index and complete property registration more efficiently than the EU average



Source: Doing Business database.

Note: The averages for the European Union are based on economy-level data for the 28 EU member states. Other countries are represented by their largest city as measured by global Doing Business.

FIGURE 4.19 How the process works: the four steps to transfer property in Italy

Preregistration	Agency
● Conduct search on Revenue Agency databases	Notary and Revenue Agency
● Conduct search on the Companies' Registry database	Notary and Chamber of Commerce
● Sign and notarize the deed	Notary
Registration	Agency
● Register title transfer at Revenue Agency	Notary and Revenue Agency

Source: Doing Business database.

EUR 5,000 in each of the 13 Italian cities benchmarked. Revenue Agency fees constitute more than 90% of the total costs. They include the Property Registration Tax (*Imposta ipotecaria*), which is 3% of the property value; the Cadastral Tax (*Imposta catastale*), which is 1% of property value; a Stamp Duty (*Imposta di bollo*) of EUR 230; a registration tax (*Imposta di registro*) of EUR 200; a Title Transfer Fee (*Diritti catastali per voltura*) of EUR 55, and a Registration

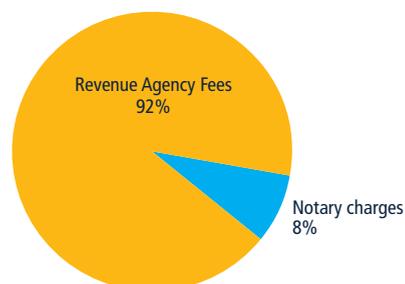
Fee (*Tassa ipotecaria*) of EUR 35 (figure 4.20).

Bologna, Genoa and Rome score highest on the quality of land administration index

The cities' scores on the quality of land administration index vary slightly from 24 points (out of 30) in Bari, Cagliari, Padua and Reggio Calabria to 26.5 points in Bologna, Genoa and Rome. The quality of land administration index measures performance in five areas: reliability of infrastructure, transparency of information, geographic coverage, land dispute resolution and equal access to property rights.

All Italian cities receive the maximum score for the reliability of infrastructure and geographic coverage (8 points). The reliability of infrastructure component measures whether the land registry and mapping system (cadastral) have adequate infrastructure to guarantee high standards and reduce errors. Indeed, in all Italian cities, the lands registry and cadastral databases are electronic

FIGURE 4.20 Revenue Agency fees constitute more than 90% of the total cost to register property in Italian cities



Source: Doing Business database.

and interconnected, and properties are easily identified by the same number in both entities. The geographic component measures the extent to which the land registry and mapping system provide complete geographic coverage of privately held land parcels. The land registries and cadastral offices in all Italian cities have 100% territorial coverage.

The transparency of information component measures whether and how the land administration system makes land-related information available to the public. Eight cities⁵⁵ score 4.5 points out of 6, while five cities⁵⁶ score 4 points. The difference between the groups is due to the lack of transparent statistics available on property transfers for the latter group of cities. The Revenue Agency publishes detailed reports containing statistics for the first eight major cities, but not for the others. None of the Italian cities publish service standards nor do they publish comprehensive lists of documents to be submitted for each type of property transaction.

The land dispute resolution index measures the accessibility of conflict resolution mechanisms and the extent of liability for entities or agents recording land transactions. The score varies between 4 points and 6 points out of 8. All cities earn points for making the registration of all property transactions mandatory by law, for checking the documents and the identities of the

TABLE 4.9 Registering property across Italian cities requires the same procedural steps, but the time to complete them varies

City	Rank	Score (0–100)	Procedures (number)	Time (days)	Cost (% of property value)	Quality of land administration index (0–30)
Rome	1	81.75	4	16	4.4	26.5
Bologna	2	81.27	4	20	4.4	26.5
Genoa	3	81.03	4	22	4.4	26.5
Ancona	4	80.85	4	20	4.4	26
Florence	5	80.79	4	17	4.4	25.5
Palermo	6	80.67	4	18	4.4	25.5
Milan	7	80.43	4	20	4.4	25.5
Naples	7	80.43	4	20	4.4	25.5
Turin	9	79.84	4	25	4.4	25.5
Reggio Calabria	10	79.42	4	18	4.4	24
Cagliari	11	78.83	4	23	4.4	24
Bari	12	78.47	4	26	4.4	24
Padua	12	78.47	4	26	4.4	24

Source: Doing Business database.

Note: Rankings are based on the average score for the procedures, time and cost associated with registering property, as well as on the quality of land administration index. The score is normalized to range from 0 to 100 (the higher the score, the better). For more details, see the chapter "About Doing Business and Doing Business in the European Union Member States 2020: Greece, Ireland and Italy."

BOX 4.2 Italy developed several technological tools to improve land administration

Italy has a long history of developing information and communication technology tools to improve and speed-up property transfers in the country, including the following examples:

Sister, or Sistema Territorio, is a web-based platform for citizens to access and interact with the Revenue Agency. The platform was created in the early 1990s to allow users to access its database through a direct dedicated connection in exchange for a considerable annual fee. In 2008, it began to offer access through authentication at significantly lower fees. *Sister* is the principal registry tool for operations such as searches, updates and registrations.

DOCFA is the software used to fill in the forms needed to update the Buildings' Cadaster database. The first version was launched in 1996, followed by several upgrades ever since. The current 4.0 version can be downloaded for free from the Revenue Agency's website. Since 2015, customers have been able to use it to update the cadastral records in cases such as new buildings, restructurings, mergers, divisions and extensions of urban properties by authorized experts. After the updates are processed by *DOCFA* software, they are communicated to the agency's database through the *Sister* platform.

PREGEO is the geographic information system (GIS) software used to update the parcels' cadaster database. As with *DOCFA*, it is used for updates of the properties, but this GIS system is specifically for the land parcels. Its first version was launched in the 2000s, followed by various upgrades later. It can be downloaded for free from the Revenue Agency's website. Only authorized experts are allowed to make changes in the system.

Adempimento Unico Telematico ("unique online compliance system") is the online form notaries use to lodge records and conduct registration of ownership rights online. It is powered by UniMod software. The legal basis for the online form was established in 2000. Use of the current version of the form was pushed in stages across Italy, starting with the first wave in 2010, followed by another wave in 2011, and being adopted finally across the entire country in 2012. Since 2015, the online submission of registration has been mandatory.

parties, for providing guarantees for the transaction and for having a national database in which the identity of all parties can be verified. However, no city has a compensation mechanism in place specific to land matters. Additionally, no city publishes statistics on land-related disputes. The variation among the cities in how they score on the index is linked to how efficiently local courts handle property-related disputes. Obtaining a court decision on a land dispute varies from one to two years in four cities⁵⁷ to more than three years in four cities.⁵⁸

WHAT CAN BE IMPROVED?

Since the last subnational benchmarking was conducted in Italy seven years ago, Italian cities have made property registration easier. The main themes of reform have been the further digitalization of records and the use of web-based tools for registration and transcription of ownership changes. These measures allow notaries

to access and update the cadastral and land registry records online. Many such efforts were underway to some extent and in several cities during the last round of benchmarking, but they have been enhanced and expanded since then.

With legislative decree 63/2013, obtaining an Energy Efficiency Certificate stopped being compulsory for transactions that involve buildings, such as warehouses, not intended for housing or hosting. That reform not only eliminated one procedure, it also shortened the time and lowered the cost to register property. Also, since the latest benchmarking, the Agency of Land (*Agenzia del Territorio*), which is the agency in charge of land registration and cadaster, was incorporated into the Revenue Agency (*Agenzia delle Entrate*).

Overall, these measures increased the cities' convergence in performance on the property registration indicator mainly by expanding nascent and existing

reforms across the country. However, there are still many ways to improve and further reform the process of registering property in Italy. Some recommendations follow.

Increase transparency by making all relevant information for property transactions available online, including lists of documents needed to complete property transactions

The Revenue Agency publishes on its website the fee schedules for cadaster and land registration services, but it does not publish a list of documents for conducting property transactions. It should be noted that such a list is available on the Council of Notaries website, but a good practice would be to publish the list of documents on the property registration agency's website. Having that list to point to would allow authorities to achieve full transparency regarding the information relevant to property transactions. It is important that the information be easily accessible, in a user-friendly

format. Additionally, such a document list should be regularly reviewed and updated. Good practices in this area exist within and outside the European Union. For instance, in Lithuania, land registry authorities have published detailed instructions and requirements regarding property transactions on their website.⁵⁹ In Norway, authorities have published detailed guidelines on how the transfer process works for each type of transfer and what official forms to use.⁶⁰

Publish statistics on property transactions for all cities and statistics on land disputes for each applicable local court

Only eight of the Italian cities benchmarked publish accessible and transparent land registry statistics on property transactions. Ancona, Bari, Cagliari, Padua and Reggio Calabria do not publish such statistics in a disaggregated and transparent way. Statistics related to land disputes in local courts are not published at all. Publishing that data would increase the transparency of the

system. Publishing statistics should be a continuous process, and they should be regularly updated. Authorities in Norway, for example, publish detailed and disaggregated statistics on land transactions and update them on a quarterly basis (figure 4.21).

Consider updating the legal framework to introduce tighter deadlines for submission of the transcription note

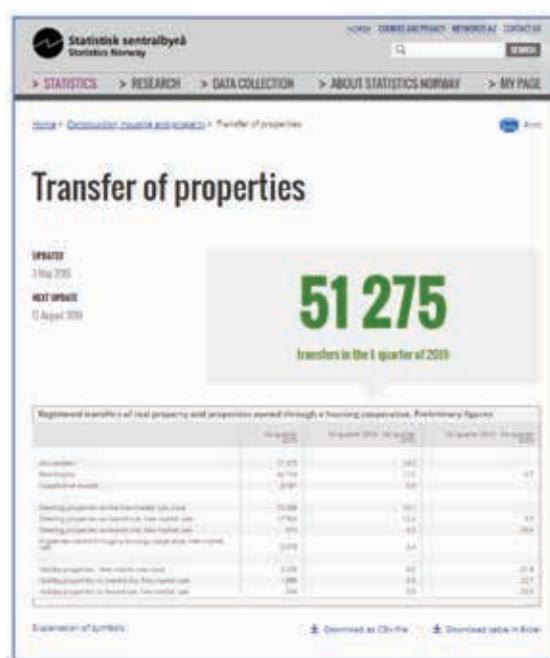
Although notaries could submit the transcription note to the Land Registry immediately after stipulating the deed, many of them take longer to do so. The delay might occasionally represent a risk for buyers because someone could misuse that lag time to register another transaction or place a mortgage on the property. The Revenue Agency could generate statistics on the time elapsed between the deeds' stipulation dates and the submission of their corresponding transcription notes. The Agency, ideally in concert with the notaries, could use

the data to analyze the causes of delays and identify measures to prevent them.

Introduce standard contracts for property transfers and consider making the use of notaries optional

In Italy, all property transactions require that a notary authenticate the deed of sale between two parties. Working with a notary adds extra time and cost to the process, however. There are many countries where the use of legal professionals, such as notaries, is not mandated by law. Companies are allowed to choose whether and when to seek legal assistance. One way to make such a reform successful is for the Land Registry to introduce standardized contracts for property transactions, which typically diminish the risk of mistakes or omissions. Offering such contracts would also reduce both the time and cost to register property. Companies could still consult legal professionals and draw up tailor-made contracts, especially for more complex transactions, but by choice.

FIGURE 4.21 Publishing annual statistics strengthens transparency in Norway



Source: Statistics Norway (<https://www.ssb.no/en/>).

Three out of four economies around the world, including many EU member states, do not mandate the use of legal professionals by law. For instance, Portugal successfully made notary involvement optional for companies wishing to transfer property. Parties need only sign the agreement in person at the registry. As a result, registering property in several of the benchmarked Portuguese cities takes only one procedure and one day. The registry provides standard official templates that the transaction parties can sign. Other EU member states with similar practices include Denmark and Sweden.

Introduce a specific compensation mechanism for certified erroneous transactions

Several countries have established funds to compensate parties that suffer damages or losses because of inadvertent certifications on the part of Land Registries. These funds serve to increase the efficiency of dispute settlements by

avoiding the additional time and cost burdens all parties incur when they go to court. For instance, in Ireland, one can file a direct claim requesting such funds with the Property Registration Authority.⁶¹ Similarly, the United Kingdom has a statutory compensation scheme that allows claims to be made directly to the Land Registry. Claims can be submitted for mistakes in the register or for such reasons as loss or destruction of records.⁶² Similar provisions exist under the Swedish Land Code.⁶³

Reduce the time to obtain decisions on land disputes from the courts

Resolving property disputes in court is typically a measure of last resort. Nevertheless, obtaining timely court decisions is a measure of system efficiency, particularly as it concerns real estate, which constitutes a vast portion of the economy in most countries. Obtaining a first instance court judgment for a standard land dispute between two local business over tenure rights of a property takes more than three years in Bari, Cagliari, Padua and Reggio Calabria. In Florence, Milan, Naples, Palermo and Turin, the dispute judgment takes between two and three years, while in Ancona, Bologna, Genoa and Rome it takes between one and two years. To reduce the time needed to resolve land disputes in local courts, authorities could introduce a range of measures to help shorten the duration of civil trials or better manage caseloads. Detailed reform recommendations outlined in the “Enforcing contracts” section of this report (the next section) provide guidance on how to improve court efficiency.

5. Enforcing Contracts

Italian cities lag behind other EU member states regarding the cost of litigation and how long it takes

Research has linked strong and efficient judicial institutions to many factors of economic growth, including more entrepreneurship and innovation, broader access to credit and stronger investor confidence, to name a few. Where firms and investors have the assurance that courts will resolve legal disputes within a reasonable time and provide transparent and enforceable decisions, they are more likely to participate actively in the market.⁶⁴

For these reasons, in the decade following the global financial crisis, Italy focused much of its attention on improving its business enabling environment. Chief

among its priorities is making litigation easier and faster.⁶⁵ For example, as of 2017, the country had cut its civil case backlogs by more than 30% in eight years.⁶⁶ However, owing to a long history of court backlogs and slow litigation, Italy still has a lot of room to improve and close the gap with its peers in the European Union.

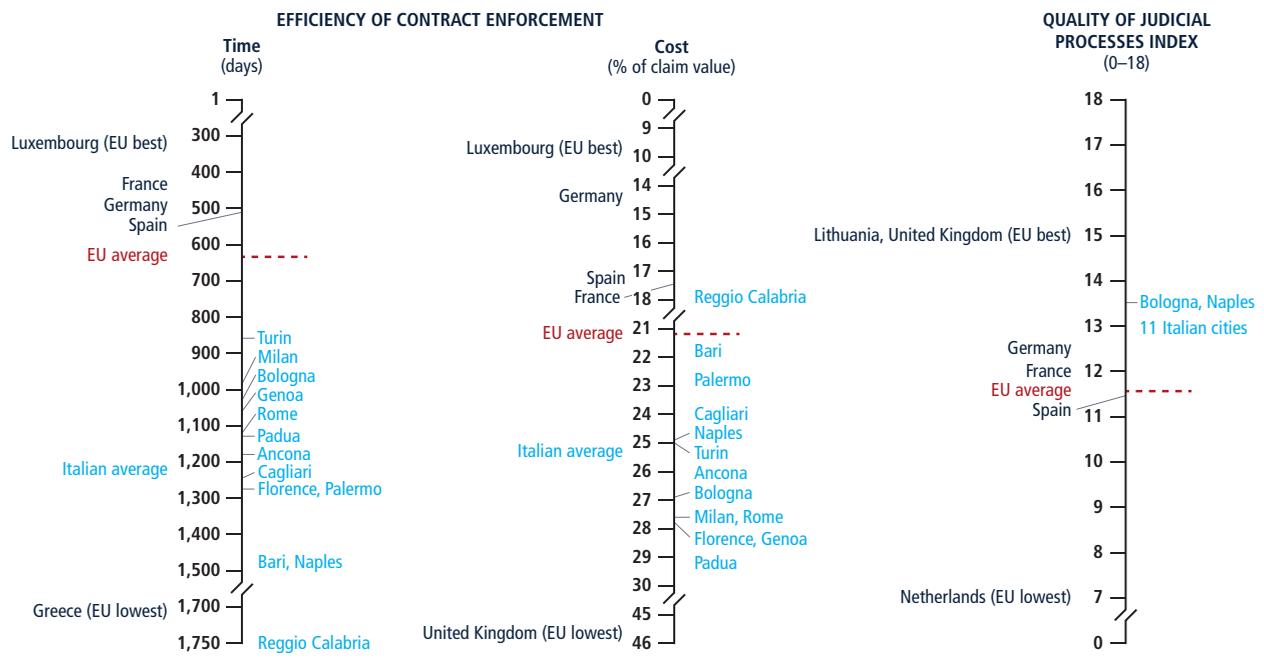
Resolving a commercial dispute through the district courts in the benchmarked Italian cities takes longer and costs more than in most of the European Union. All 13 Italian cities lag behind the global and EU average regarding the time to resolve disputes.⁶⁷ At 25.3% of the claim value, the average cost of litigating is a fifth more expensive than in the European Union (21.2% of the claim value). Save

for one city, all Italian locations exceed the EU cost average. This places Italy among the six most expensive EU member states⁶⁸ to resolve the standardized commercial dispute underlying the *Doing Business* case study.⁶⁹ Conversely, on the quality of judicial processes index,⁷⁰ the average performance across Italy—13 of 18 possible points—is better than the EU average of 11.6 points (figure 4.22).

Litigation across Italy: same rules, but local conditions and practices lead to divergences in process efficiency and cost

In Italy, district courts (*tribunali*) are the competent first-instance courts for litigating the assumed *Doing Business* case—a breach of contract dispute between two companies, valued at EUR 57,010.⁷¹ There

FIGURE 4.22 While Italian cities lag behind their regional peers in the time and cost to resolve a commercial dispute, they outpace the EU average on the quality of judicial processes



Source: *Doing Business* database.

Note: The averages for the European Union are based on economy-level data for the 28 EU member states. Other countries are represented by their largest city as measured by global *Doing Business*.

is no dedicated commercial court or section for such cases. Although most district courts have a section for corporate matters (*Tribunale delle Imprese*), these divisions deal mainly with specific subjects like antitrust, copyrights, intellectual property, and mergers and acquisitions, and they are not sections of general commercial jurisdiction. As such, Italian courts do not distinguish commercial contract claims from ordinary civil cases in their caseload.

Owing to national regulations, improvements and process computerization (box 4.3), filing a commercial lawsuit and serving the defendant is a uniform and efficient process across Italy. Once the plaintiff has served the defendant and filed the case with the district court, the court chancellor assigns the case to the relevant court section, according to criteria defined in the court's strategic management plan.⁷² Generally, assignments are reviewed by the court president. The receiving section's president will then allocate cases to individual judges.

Three types of court procedure, including two expedited measures (box 4.4), could apply to a standard commercial dispute.

However, across the 13 cities measured, the ordinary trial procedure (*rito ordinario*) is most commonly used for the assumed *Doing Business* case. Under the ordinary procedure, a minimum of four hearings are required before a judgment is delivered.⁷³ The final judgment is then filed with the court chancellor. The losing party then has 30 days to file an appeal.

Enforcement is a separate and lengthy judicial process. The winning plaintiff starts by serving the defendant with a copy of the judgment, the enforcement order (*formula esecutiva*) prepared by the court chancellor, and a request for voluntary payment of the judgment amount (*atto di precetto*). Because the *Doing Business* case assumes pretrial attachment, the identification, assessment and seizure of the insolvent defendants' movable assets will have already been performed by the judicial officer (*ufficiale giudiziario*), in parallel with the trial. Once the plaintiff obtains a favorable judgment, the judicial officer finalizes the seizure report. The report is then filed with an execution judge, along with the final trial judgment. The process requires

at least one hearing, to confirm intent and manner of enforcement. The judge subsequently issues a decision instructing the local judicial auctioneer (*Istituti Vendite Giudiziarie* or *IVG*) to remove and sell the seized assets online.⁷⁴ Following the auction, the *IVG* will remit the funds to the winning plaintiff.

The efficiency and cost of litigation varies widely across Italy, while differences in judicial quality are minor

Litigating a commercial contract dispute is easiest in Turin, where trials and enforcement procedures are relatively fast (table 4.10). The average trial in Turin ends almost four months sooner than in Milan, the next fastest city. Among the 13 cities, Turin's efficiency for enforcing a judgment (250 days) is second only to Bologna's (220 days). Resolving a commercial dispute is most difficult in Florence, where it takes 1,275 days. Although it takes even longer in Bari, Naples and Reggio Calabria, a combination of how long it takes to resolve disputes and the relatively high cost (27.8% of the claim value) to do so sets Florence behind the pack. Florence faces

BOX 4.3 Commercial litigation: a unique and efficient electronic case-filing and service process sets Italy apart

Two main factors make filing a commercial lawsuit and serving a defendant business relatively standard, fast and easy across Italy. First, Italy's nationalized filing and service process is unique. Globally, many jurisdictions require the plaintiff to file a complaint with the court before serving the defendant with a court-issued summons. However, in Italy, the lawyer prepares the complaint and serves it on the defendant prior to filing the case with the court.^a This shifts one of the major bottlenecks observed elsewhere—the court's review of the complaint—to another phase of the case.^b It also allows for the defendant to be notified of the pending legal action sooner. Second, by computerizing the filing and service procedures, Italy has significantly streamlined the process.^c Since 2012, all businesses are required to have registered, certified e-mail addresses.^d Consequently, in practice, service is carried out by e-mail across the cities measured, which removes the inefficiency of traditional service of process—including postal delays, the involvement of service agents and the defendant's physical unavailability to receive service.

Electronic processes for starting a lawsuit are facilitated through certified e-mail (*Posta Elettronica Certificata* or *PEC*). The *PEC* ensures immediate service of process on the defendant. Upon service, the plaintiff must file the summons with the court chancellor within 10 days from service of process (*costituzione dell'attore*). *PEC* functionalities—including payment of court fees and filing the summons with the court—are also easily accessed through the lawyers' e-platform (*Consolle dell'Avvocato*).

a. Articles 137, 163, 163-bis, 165 Italian Code of Civil Procedure.

b. Certified e-mail addresses are registered with and maintained by the local chamber of commerce. Consultative meetings with Italian local court representatives. May 7, 2019 – May 16, 2019.

c. Ministry of Justice of Italy. "Servizi Online." Deposito iscrizione a ruolo. http://pst.giustizia.it/PST/it/pst_1_0.wp?previousPage=pst_1_2&contentId=SPR377.

d. Italian Law Decree No. 179/2012.

BOX 4.4 Expedited trial procedures are catching on, but the ordinary trial procedure is still most common

Before trial, plaintiffs may request a fast-track decision by alleging there is enough documentary evidence for the judge to make a summary decision in their favor.^a Following an initial hearing and review of the parties' filings, the judge rules, if the judge determines there is enough evidence to support findings. Otherwise, the court proceeds with the ordinary trial procedure. Consequently, the expedited judgment request is typically only granted in very simple cases, allowing for the ruling to be recorded as a short-form order (*ordinanza*), instead of a full-length judgment (*sentenza*).

Also, during trials, judges may themselves decide to provide a faster, succinct, oral ruling based on the evidence presented to date.^b To this end, the judge schedules a final hearing and gives the parties a short time window to submit concise, written closing arguments. During the hearing, the judge discusses the factual and legal grounds for the decision.

Although these instruments have contributed to reducing backlogs over the last few years, collectively they are only used in a third of cases.^c Judges report a hesitation to use expedited procedures with greater frequency in commercial cases because such cases tend to be more complex and vulnerable to appeal.^d

Yet, expedited procedures matter for commercial litigants, because they reduce the time that litigants' money is tied up in court. Commercial court or specialized court divisions have been proven to expedite such litigation. One reason for this is judges specialize in commercial issues and become more apt to quickly dispose of such cases. Usually, specialized courts or sections also have simplified procedural rules, which makes for shorter trials. Globally, 104 countries have a commercial court or specialized division, and the average time to resolve a commercial dispute is 92 days lower in these economies.

a. Plaintiffs may invoke Article 702-bis, Italian Code of Civil Procedure.

b. Judges may invoke Article 281-sexies, Italian Code of Civil Procedure.

c. Consultative meeting with the Legislative Office of the Ministry of Justice of Italy. July 16, 2019.

d. Consultative meetings with Italian local court representatives. May 7, 2019 – May 16, 2019.

some challenges the other cities do not, though, partly because it has historically been the forum for the litigation of many high-profile banking cases.⁷⁵ For many years, its staff resources have been dedicated to the *Tribunale delle*

Imprese, creating a backlog of other civil cases, including contract claims. Despite historical backlogs, conditions have improved in Florence over the last few years, partly because of increased use of alternative dispute resolution (box 4.5). While the duration and cost of litigation are the main factors driving the variance in contract enforcement across Italian cities, there is little variation in the quality of judicial processes.

The total time to resolve a commercial dispute and enforce judgment ranges from just two years and four months (860 days) in Turin to four years and ten months (1,750 days) in Reggio Calabria.

Because the process of filing suit is nationalized and electronic, in practice lawyers prepare the complaint and serve the defendant in just 10 days across all measured Italian cities. This is a marked improvement and average time reduction of nearly 20 days across the nine cities previously measured in *Doing Business in Italy 2013*.⁷⁶ Additionally, while the average time in the European Union is 41

TABLE 4.10 Enforcing contracts in Italy—where is it easier?

City	Rank	Score (0-100)	Time (days)	Cost (% of claim)	Quality of judicial processes index (0-18)
Turin	1	61.17	860	25.0	13
Milan	2	56.82	985	27.5	13
Bologna	3	56.75	1,030	26.9	13.5
Genoa	4	54.65	1,060	27.9	13
Rome	5	53.10	1,120	27.6	13
Padua	6	52.25	1,130	29.2	13
Ancona	7	52.05	1,180	26.1	13
Cagliari	8	51.04	1,245	24.0	13
Reggio Calabria	9	50.75	1,750	17.9	13
Palermo	10	50.65	1,275	22.8	13
Bari	11	49.27	1,470	21.8	13
Naples	12	49.02	1,470	24.9	13.5
Florence	13	48.80	1,275	27.8	13

Source: *Doing Business* database.

Note: Rankings are based on the average score for time and cost associated with enforcing a contract as well as for the quality of judicial processes index. The score is normalized to range from 0 to 100 (the higher the score, the better). For more details, see the chapter "About *Doing Business* and *Doing Business in the European Union Member States 2020: Greece, Ireland and Italy*."

BOX 4.5 Florence models the advantages of alternative dispute resolution through a novel program

Starting in 2013, Florence became a pilot location for mediation services. Scholars from the University of Florence^a started collaborating with the local district court through a project called *Nausicaa*. The program brought together judges, lawyers and academics to develop learning modules aimed at helping the court promote alternative dispute resolution (ADR) as a means of reducing historical case backlogs. In 2017, the University and the court president expanded the program's mission to provide direct technical assistance to judges. They renamed the program *Giustizia Semplice* and secured new local partners to contribute to the effort.^b

Each year, the program provides scholarships to ten post-graduate scholars, with knowledge of civil procedure and ADR, to support Florentine judges in determining which cases should be referred to mediation. Each scholar assists two judges by reviewing case details, preparing a draft list of the individual judges' pending cases that may be suited to mediation, discussing the list with judges, and subsequently writing the draft mediation order for cases the judges agree to refer to the *Organismo di Conciliazione di Firenze*.^c In parallel, the program trains lawyers on mediation. The overarching goal is to holistically change perceptions about ADR and raise mediation to the standing of traditional litigation in the legal culture.

Owing to this program, the number of pending cases in Florence's district court's third section and *Tribunale delle Imprese* have consistently decreased since 2013.^d Moreover, successes in Florence have inspired budding mediation initiatives in other courts in Latina, Rome and Trieste and a broader partnership between the program and the Region of Umbria. The program is now preparing to publish its toolkit—on assessing case suitability for mediation—to make this information publicly available to all legal practitioners. To ensure future sustainability, it is also developing an algorithm, based on *Giustizia Semplice's* toolkit and results, to automate the process of determining case-mediation compatibility.

a. For more information, see <https://www.unifi.it/art-3838-la-giustizia-e-le-soluzioni-complementari-al-processo.html>.

b. These include the Chamber of Commerce of Florence, the Cassa Di Risparmio Foundation, the Metropolitan City of Florence and the local bar association.

c. The *Organismo di Conciliazione di Firenze* is the court-annexed mediation center at the District Court of Florence. <http://www.conciliazionefirenze.org/>. Judges do not send all cases to mediation. Of the approximately 3,500 cases scholars have recommended for mediation, judges referred about 1,160. Moreover, through monitoring and evaluation, program staff have found that the earlier judges send cases to mediation during the trial process (i.e. before evidentiary hearings), the greater the likeliness that ADR will succeed.

d. The impact is notable, especially in the court's third section. The number of pending cases dropped to 6,926 cases in 2019 from a peak of 10,352 in 2013. In the *Tribunale delle Imprese*, which hears many high-profile banking cases, improvements are slower but significant. Since 2018, pending cases have dropped from 750 to 706.

days, Italy is now among the two fastest EU jurisdictions in which to file a suit, along with the Netherlands. Conversely, trial and enforcement procedures are slow and widely varied.

The trial and judgment phase is the biggest driver of variation in the time it takes to enforce contracts and overall performance on the enforcing contracts indicator. The duration of this phase ranges from 600 days in Turin to 1,440 days in Reggio Calabria, where a backlog of cases and shortage of judges hamper efficiency. Across Italy, the average trial lasts two and a half years (figure 4.23). Cities face common challenges that influence trial time, including notable backlogs, adjournments, delays in judgment issuance and staffing gaps.

Although the law requires four trial hearings, the Italian average is five. In some

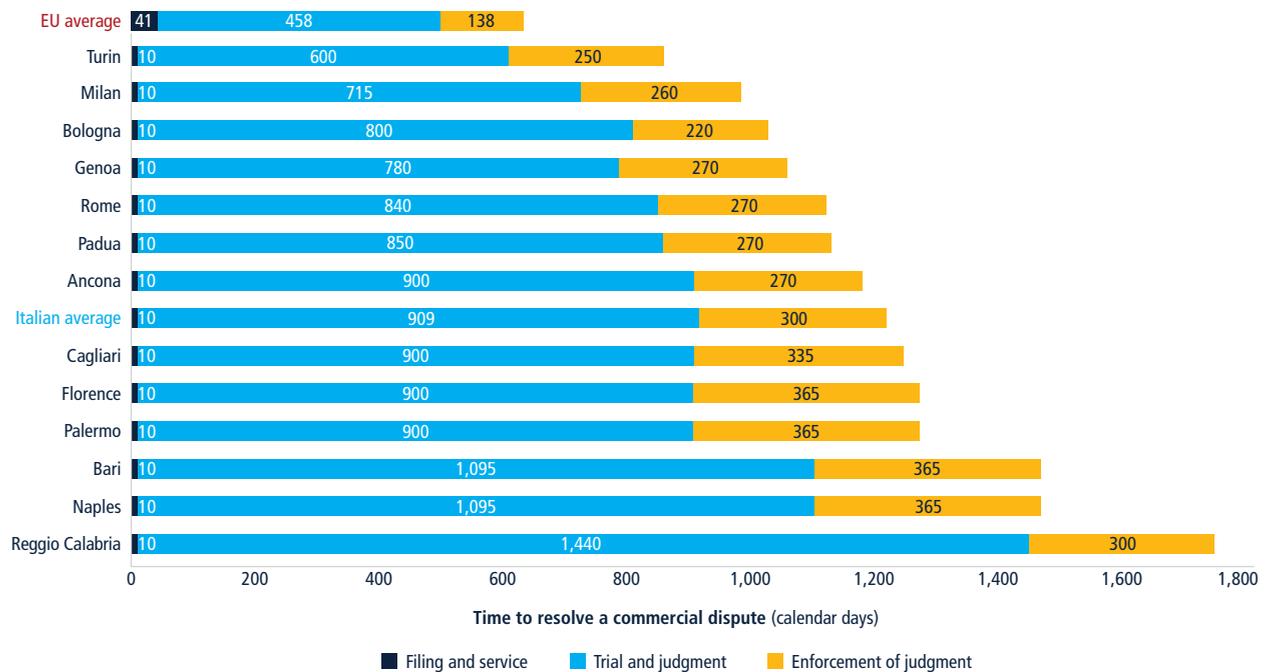
jurisdictions, like Bari and Palermo, it is common to have six hearings. These additional court appearances and long wait times between hearings make for longer trials. In fact, in the three locations with the longest trial time, litigants spend an aggregate of 24 to 30 months waiting between the multiple hearings.⁷⁷ This excludes wait times for the very first hearing and between the second-to-last and final hearings.

While longer wait times are associated with backlogs, additional hearings are partly due to adjournments, especially in those cases presided over by honorary judges (*Giudici Onorari di Tribunale*). This corps of temporary professionals—appointed for three years at a time—has been established throughout the Italian courts to assist in purging backlogs. However, honorary judges are often junior and lack specialized expertise,

especially in commercial matters, and are more prone to grant adjournments. This is especially true during evidentiary hearings and in cases requiring expert testimony. Practitioners report this to be an issue in Naples, Palermo, Rome and Reggio Calabria.

Backlogs combined with other factors make for slow trials. For example, in Reggio Calabria, where trial time is the longest, the court suffers from backlogs and a shortage of professional judges. More specifically, anecdotal evidence suggests that judges often transfer out of the jurisdiction when they meet the minimum number of years to request a rotation in order to gain experience in larger jurisdictions. Changes in presiding judges disrupt and delay ongoing cases. On average, the first trial hearing takes place four months after filing. Additionally, an average of six months

FIGURE 4.23 The duration of the trial and judgment phase drives variation across cities in how long it takes to resolve a commercial dispute



Source: *Doing Business* database.

Note: The average for the European Union is based on economy-level data for the 28 EU member states.

elapse between the multiple hearings before judges adjourn prior to the final hearing. Cagliari, Florence, Naples and Rome also report staffing challenges. In Rome, the shortage of judges in relation to the caseload has been exacerbated by the suppression of some provincial courts in the city's periphery.⁷⁹

The largest bottleneck throughout Italian courts, however, remains issuance of the final judgment, which makes up more than 20% of total trial time, on average. By law, judges must issue their judgment within 60 days of the last hearing.⁸⁰ Consequently, after the second-to-last hearing, it is common practice for judges to postpone the final hearing to afford themselves the opportunity to issue a timely judgment. Owing to this practice, wait time—from the second-to-last hearing to judgment issuance—is often the main driver of total trial time. In many jurisdictions, judges lack support staff to assist in writing judgments. Moreover, writing judgments is a time-consuming

task. Rather than writing a summary of the rationale for their ruling, the law requires judges to provide a rationale for their finding on each point raised in the complaint.⁸¹ Judges also report that workloads are challenging.

Top performing cities benefit from concerted efforts to improve court efficiency and circumstantial advantages

Turin leads the pack, partly because of its successful backlog-reduction program, starting in the early 2000s.⁸² Furthering these efforts, the current court president has focused on developing management criteria that ensure the court's judges and other staff are assigned to sections according to their expertise. This has created a corps of very specialized professional and honorary judges. Additionally, while electronic case filing is common among companies everywhere, in Turin it has caught on even among citizens. Consequently, most of the court's incoming cases are filed electronically. To

optimize efficiency, Turin has disaggregated electronic and in-person filings so they are handled by two different offices. This division of labor had the effect of making the chancellery more efficient, allowing more of its staff to support judges directly. In turn, this affords judges additional support, beyond trainees, in managing their workload.

Milan, the country's financial capital, benefits from a civil section that is highly specialized in litigating commercial matters. Additionally, Milan has historically been a pioneer in using information and communication technology to manage cases.⁸³ Yet, more recent initiatives, such as regular strategic planning and monitoring and evaluation, have helped Milan remain among the top performers since 2013. Beyond the three-year strategic plan all courts must prepare, Milan also produces an annual management plan. The latter is based on projections from the previous year's court performance reports.⁸⁴ This allows for quick

reallocation of judges to sections that need them most. Additionally, Milan was first to pilot a new staff-support program for judges, called *Ufficio per il Processo*. The program creates a “judge’s office” of sorts, by allowing professional judges to apply for a trainee and honorary judges to support them in leveraging their workload.

Genoa’s experience has been the inverse of Rome’s. The city’s population has consistently dropped over the last few decades. In the meantime, the allocation of judges has remained unchanged, in Genoa’s favor.⁸⁵ This means a comparatively better ratio of judges to inhabitants and a more manageable workload for individual judges. Similarly, Padua has a well and fully staffed court. More specifically, the court’s second section, which would hear the assumed *Doing Business* case, has 11 professional and 7 honorary judges—a high number as compared to other locations, many of which await the filling of judgeship vacancies. For example, in Bari, as of May 2019, the court’s civil division had eight vacancies, which are not expected to be filled until the next recruitment cycle is completed in 2020.

Enforcement takes about ten months on average and ranges from seven months in Bologna to one year in Bari, Florence, Naples and Palermo. The Italian average is over twice the EU’s (138 days). Because enforcement is partly a judicial process requiring a ruling from an execution judge, where trial time is longer, enforcement also tends to take longer. Organizing the sale of moveable assets—to satisfy the judgment amount—can also take anywhere from three to six months throughout the jurisdictions. This depends in part on the local IVG’s workload and efficiency. Additionally, since the introduction of article 492-bis of the Code of Civil Procedure, many litigants are moving away from enforcement via the sale of moveable assets, making such sales less frequent and popular.⁸⁶ This provision gives lawyers and judicial officers access to the Revenue Agency’s

(*Agenzia delle Entrate*) tax database to help identify alternative, publicly recorded assets for seizure.

The cost of litigation varies from 17.9% in Reggio Calabria to 29.2% of the claim value in Padua, with an average of 25.3% across the benchmarked cities. Attorney fees remain the biggest source of difference between the Italian and EU averages (figure 4.24). Moreover, ranging from 10% to 20.4% of the claim value, these fees are also the main source of variation in the cost of litigation among Italian cities. The Ministry of Justice’s decree 55, of 2014, offers guidance for lawyers to set reasonable fees, but it is not binding.⁸⁷ Moreover, the recommended charging scales are wide, giving lawyers significant latitude in setting fees. The data also show that there is a regional dimension to fees. On average, legal fees are 34% higher in Rome and the northern cities, as compared to the south, where lawyers sometimes charge less than the recommended minimum fee. Court and enforcement fees are regulated nationally.⁸⁸ The minor variations in court fees stem from the local cost of engaging expert witnesses for trial.

With regard to the quality of judicial processes, average Italian performance

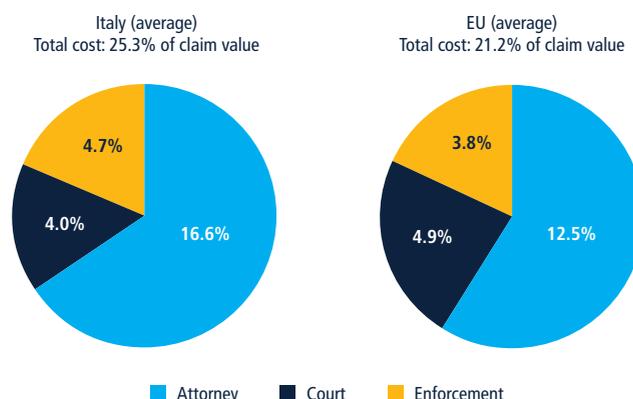
exceeds the EU average, save for in one area, court structure and proceedings (figure 4.25). Among Italian cities, performance on this index ranges from 13 points in eleven cities to half a point more in Bologna and Naples, which performed slightly higher than the others on the court structure and proceedings index.

The corresponding district courts have developed automated, electronic systems, which use an algorithm to assign cases to the various sections of the court.⁸⁹ The systems use the subject-matter code that lawyers apply when filing to assign the case to the relevant section. The algorithm considers each section’s workload and assigns cases to individual judges accordingly, removing the need for the section president’s review. In other locations, this process is done manually by the chancellery.

Pretrial attachment of assets and small-claims courts, with fast-track procedures, are available in all jurisdictions. Yet, Italy does not have a specialized court or divisions dedicated solely to hearing general commercial cases.

Italy is more advanced on case management because of nationally available tools judges and lawyers can use to

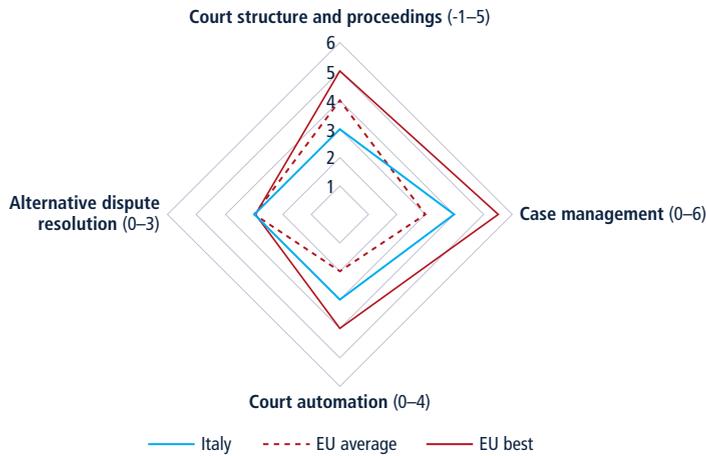
FIGURE 4.24 Italians pay higher attorney and enforcement fees but lower court fees, on average, than their EU counterparts



Source: *Doing Business* database.

Note: The averages for the European Union are based on economy-level data for the 28 EU member states. Costs shown for Italy are an average of costs across the 13 cities measured.

FIGURE 4.25 Italy surpasses the EU average in all but one area on the quality of judicial processes index



Source: *Doing Business* database.

Note: The average for the European Union is based on economy-level data for 28 EU member states. Among EU member states, Croatia, Poland and Romania have the highest score on the court structure and proceedings index; Latvia has the highest score on the case management index; Estonia, Lithuania and Slovakia share the highest score on the court automation index; and Germany, Hungary, Italy, Latvia, Lithuania, Poland, Romania and Spain share the highest score on the alternative dispute resolution index.

manage cases. These are the *Consolle del Magistrato* for judges and *Consolle dell'Avvocato* for lawyers.⁹⁰ Additionally, Italy has time standards for trial events. However, Italian law does not limit the number or reasons for trial adjournments and pretrial conferences are not part of the case management toolkit in any of the courts.

Regarding court automation, although the filing and service process is fully electronic, judgments rendered in commercial cases are not automatically published for public consumption at any level of the court system.

Last, Italy is on par with international best practices on alternative dispute resolution, as measured by *Doing Business*. Commercial arbitration is governed nationally by a consolidated chapter of the Code of Civil Procedure⁹¹ and, in practice, valid arbitration clauses are enforced. Similarly, voluntary mediation is available and governed by a consolidated law.⁹² Moreover, the law incentivizes mediation through a tax credit.⁹³

WHAT CAN BE IMPROVED?

Limit the number, duration and reasons for granting adjournments

Trial adjournments lead to additional hearings and can thus limit court efficiency. Although adjournments can be necessary, establishing regulations to limit the excessive use and unsubstantiated granting of adjournments is an internationally recognized good practice that promotes speedy justice. While Italian law regulates many aspects of trial time nationally, it falls short of regulating the number, duration and reasons for granting adjournments. As a result, up to six hearings occur in some locations. Adjournments between the second-to-last hearing and the final judgment are particularly long throughout most jurisdictions, lasting more than 15 months in Reggio Calabria. While some postponements are requested by the parties, others are initiated by judges. In a litigation context where the law requires a minimum of four hearings, each additional appearance is a hindrance to efficient dispute resolution. Italy should consider limiting the number, duration and reasons for granting adjournments.

Good case management includes active consultation with the parties to establish clear rules on when or how many adjournments are allowed and to set realistic deadlines for key events in each case. In the European Union, rules limiting adjournments exist and are observed in nine member states.⁹⁴ In Bulgaria and Croatia, which fall into this category and were measured at the subnational level between 2017 and 2018, the average time to resolve a commercial dispute was 68% and 42% shorter than in Italy, respectively.⁹⁵ In Croatia, although the law does not limit the number of adjournments, it only allows them in unforeseen and exceptional circumstances. The Riga Central Court in Latvia exhibits another good practice: judges cannot postpone hearings without setting a new date. Beyond the European Union, in New South Wales (Australia), there is a strong disincentive to ask for an adjournment: requesting party is made to pay the other party's added costs when an adjournment is granted.

In Italy, some adjournments are also linked to judges' capacity and workload. Overburdened judges and those who lack expertise in certain types of litigation may be more likely to grant adjournments. It is thus imperative to couple rules limiting adjournments with data-informed case management. The Ministry of Justice and High Council of the Judiciary (*Consiglio Superiore della Magistratura*) might consider closer monitoring of adjournments. For instance, courts could track adjournment frequency and duration and the overall impact on total trial time for the various types of cases. Jurisdictions would then have the inputs to devise action plans aimed at curbing postponements and addressing their root causes. For cases where a lack of expertise drives adjournments, courts might look to Turin and Milan. These cities established highly specialized sections, matching judges' expertise to cases. Additionally, publishing monitoring and evaluation results can help change the culture around adjournments by enhancing the court's accountability.

Last, Italy might also consider revisiting the need for four trial hearings, especially in simple commercial cases. In 1984, the Committee of Ministers of the Council of Europe advised against having more than two hearings (i.e., preparatory and trial hearings).⁹⁶

Introduce a specialized commercial court or sections

While most of the Italian district courts assessed have a *Tribunale delle Imprese*, these special court sections do not replicate the good practices found throughout the specialized commercial courts or divisions across 104 *Doing Business* economies. Their jurisdiction is too limited to be considered courts of general commercial jurisdiction.

Italy might consider establishing a stand-alone commercial court. Alternatively, it could expand the *Tribunale delle Imprese*'s jurisdiction to cover broader commercial issues. A commercial court or division would allow commercial litigants—including companies involved in contract disputes—to benefit from judges with expert knowledge. Such courts or divisions often translate into gains in efficiency. One reason for this is that judges become experts in handling such cases and laws are applied consistently. *Doing Business* data shows that economies with specialized commercial courts or divisions resolve cases 92 days faster. Efficient litigation, with fewer court appearances, also means lower costs.

To help judges specialize and apply laws consistently, Italy should also consider publishing anonymized judgments and court orders in commercial cases at all levels of the court system. This should be coupled with learning and training opportunities to help judges further specialize.

A new court or court divisions imply a reallocation of resources. Consequently, the judiciary might consider piloting such an initiative and assessing its effectiveness, costs and benefits before implementing it nationally.

Actively manage the pretrial phase and assess cases' appropriateness for alternative dispute resolution

Italy is among the half of EU economies that do not have pretrial conferences. Such informal hearings, first introduced in the United States, are designed to help the parties find common ground, narrow down issues and consider settlement options. They also allow judges to take control of the case early on, promote settlement and limit the scope of the prospective trial. As such, pretrial hearings help make courts more efficient.

Norway, an EU-adjacent economy, has also experienced notable success using pretrial conferences and may serve as an example for Italy. Eighty percent of the cases subjected to preparatory hearings resulted in settlement after Midhordland District Court introduced this case management feature for civil cases. Judges guide the parties in narrowing down disputed issues, encourage settlement and assess each case's suitability for referral to court-annexed mediation.

Pretrial conferences may help Italian courts reduce the number of cases that make it to an already-stacked court docket. Courts could also draw inspiration from Florence's *Giustizia Semplice* model (box 4.5) and use pretrial conferences to assess individual cases' suitability for court-annexed mediation. Piloting such preparatory meetings in individual courts, which permits a chance to analyze the impact such meetings have on settlements and civil case loads, would be an informative precursor to broader implementation.

Use data to realign resources and workloads

Throughout the Italian jurisdictions measured, case backlogs are a common and recurring issue leading to long trial times. The *2019 EU Justice Scoreboard* notes that Italy has the highest number of pending litigious civil and commercial cases of all member states.⁹⁸ It also places Italy among the five member states with the

lowest ratio of judges to inhabitants—approximately 10 judges per 100,000 inhabitants. Backlogs and staffing disproportions make it difficult for courts to deal efficiently with incoming cases. As a result, all Italian cities have room to catch up with the average time to resolve commercial disputes in the European Union.

While more judges are expected to be appointed in late 2020 as part of the ongoing recruitment cycle, these appointments alone are unlikely to cure historical backlogs.⁹⁹ Italy should thus continue implementation of their backlog-reduction initiatives, such as the Strasbourg Program launched by Turin in the early 2000s. In conjunction, courts should also continue to monitor performance data—which are reported periodically to the High Council of the Judiciary—with a new focus on understanding how to better allocate and use staff, build capacity, balance workloads and optimize existing resources.

First, courts might consider performing a strategic realignment to allocate judges to sections relevant to their expertise, as in Turin and Milan, which will confer on litigants the benefit of specialized judges who can resolve disputes faster. Additionally, courts might explore the possibility of more frequent and flexible strategic alignments. Such an approach allows courts to track unprecedented caseload changes and swiftly respond. For example, in Milan, the court reallocates staff to the sections that need them most based on its annual management plan. This occurs outside of the usual three-year realignment cycle.

Second, courts should reassess how honorary judges are managed. For example, they might use performance reports to determine where such judges excel and reassign them accordingly. Also, since each court sets its own limit on the value of the claim its honorary judges' can hear, in some courts, staff report that these judges' monetary jurisdiction is too limited for them to be deployed effectively.

Consequently, courts could also use the same data to determine which subject-matter categories warrant an increase in honorary judges' monetary competence. Most importantly, the same inputs can be used to pinpoint which types of cases take longest and those subjects for which judges (honorary and otherwise) require additional training.

Last, increased automation may be able to help in balancing workloads. For example, automated case assignment—as in Bologna and Naples—which considers each judge's current caseload could help prevent judges from becoming overburdened and promote faster judgment issuance. Ideally, such automated, algorithm-based systems would source their data from the *Consolle del Magistrato*. Consequently, active use of this platform for all available aspects of cases management must also be promoted throughout the courts.

While some problems are common to many courts, each jurisdiction has unique needs. Consequently, the overarching goal is for courts to more actively use data *sua sponte* to inform their management strategy.

NOTES

1. Data as of April 2018.
2. Italy, as represented by Rome, stands at 24 out of the 28 EU member states on the global ease of doing business ranking 2020, and stands at 58 out of 190 economies worldwide.
3. European Commission (2018), *2018 Small Business Act Fact Sheet*, Italy, European Commission, Brussels.
4. Confederazione Nazionale dell'Artigianato e della Piccola e Media Impresa (2018), *Comune che vai burocrazia che trovi*, CNA, Rome.
5. This is the second subnational *Doing Business* report in Italy. A first report, published in November 2012, measured 13 cities (Bari, Bologna, Cagliari, Campobasso, Catanzaro, L'Aquila, Milan, Naples, Padua, Palermo, Potenza, Rome, and Turin) on four indicators: starting a business, dealing with construction permits, registering property and enforcing contracts. It also measured the trading-across-borders indicator in seven ports: Cagliari, Catania, Genoa, Gioia Tauro, Naples, Taranto and Trieste. *Doing Business in Italy 2013* is available at: <https://www.doingbusiness.org/en/reports/subnational-reports/italy>.
6. These are Reggio Calabria, Naples, Bari, Cagliari, Genoa, Milan, Padua, Ancona and Palermo.
7. These countries are Bulgaria, Croatia, Estonia, Germany, Greece, Latvia, Lithuania, the Netherlands and Poland.
8. The portal, *Impresa in un Giorno*, is available at <http://www.impresainungiorno.gov.it/>.
9. Article 2463 of the Italian Civil Code.
10. <https://www.ilssole24ore.com/art/societa-semplificate-meta-srl-avviate-2017-e-a-euro-AEFnJSmE>
11. Pursuant to Law 221/2012.
12. <http://startup.registroimpresa.it>
13. Source: Ministry of Economic Development. *Cruscotto Start-up Innovative - Maggio 2019*. Data as of May 6, 2019.
14. <https://www.gazzettaufficiale.it/eli/id/2012/08/22/012G0161/sg>
15. *Testo unico per l'edilizia*.
16. "SUE" stands for *Sportello Unico Edilizia*, the Italian acronym for one-stop shop for construction permits. In some cities, it is referred to as the one-stop shop for business activities (SUAP), the one-stop shop for private construction (SUEP), or the one-stop shop for business activities and construction permits (SUAPE). However, for ease of reference, all one-stop shops in the chapter will be referred to as "SUE". Turin is the only city that does not have a one-stop shop and, therefore, entrepreneurs apply for a building permit at the Municipal Building Counter of the municipality and complete all subsequent formalities there that are under the purview of the municipality.
17. Depending on the city, the seismic office can sit either under the municipal or the regional authority. In some cities, it is referred to as the "regional technical office". For ease of reference, the term "seismic office" will be used in the chapter.
18. In June 2019, a new risk-based classification for structural projects was introduced nationally. Although before the classification was based on location, the new one is based on the type of building. The public safety risk of buildings are now divided into three risk categories: high, medium and low. For example, high-risk buildings include infrastructures whose functionality during seismic events is of fundamental importance for civil protection purposes. Therefore, all high-risk buildings will require a seismic authorization, regardless of where built. Medium- and low-risk buildings will only require submission of the structural project plan. With low-risk buildings, the structural test currently performed by the independent engineer will be replaced with a self-certification of the regular execution of works by the engineer. Finally, the new law will mandate seismic offices to operate through certified e-mail rather than through hard copy. However, local municipalities have only recently been implementing these new regulations.
19. In most cities, the relevant authority is either the seismic office or SUE.
20. Such certified notifications are called "SCIA" (*Segnalazione certificata di inizio attività*).
21. Per Law DLGS 222/2016. In particular, entrepreneurs certify compliance of structural works, utility connections, registration of the building and fire security standards.
22. In Cagliari and Padua, the structural project can also be submitted through the same online platform as the building permit. However, in practice, most entrepreneurs wait for the approval of the architectural plans before submitting the structural project plan.
23. ABC Water Public Good S.p.A. is responsible for water connections, while the municipality is responsible for sewerage connections.
24. Amap S.p.A.
25. As established by regional Law 24/2016.
26. www.sardegnaimpresa.eu.
27. The seismic authorization is required in Ancona, Naples, Palermo, Reggio Calabria and Rome.
28. On March 25, 2019, the Regional Council introduced the "zero backlog decree," to address the long delays in issuing the seismic clearance in the Calabria region, after receiving a joint letter from the associations of architects and engineers that pointed to the time delays. For more information, please see <http://www.regione.calabria.it/website/portaltemplates/view/view.cfm?13151>.
29. As established by article 20 of DPR 380/2001, SUE has 60 days from receiving the request for a building permit to respond to the applicant. During this time, SUE has to consult with all relevant agencies. SUE has an additional 30 days to finalize the decision, for a total of 90 days to complete the process. In practice, most of the time, SUE asks for modifications to the original project, in which case the time is suspended until the applicant submits the amended project.
30. As established by article 1669 of the Italian Civil Code and Article 29 of the Building Code.
31. European Commission, *eGovernment Benchmark 2016: A Turning Point for eGovernment Development in Europe?* (Luxembourg: Publications Office of the European Union, 2016).
32. World Bank, *Doing Business in Italy 2013* (Washington, DC: World Bank: 2013).
33. Ibid.
34. <http://www.padovanet.it/servizi-online>
35. World Bank, *Doing Business in Italy 2013* (Washington, DC: World Bank: 2013).
36. Ibid.
37. <http://www.impresainungiorno.gov.it/>
38. As established by law DLGS 222/2016.
39. *Doing Business* database; Thomas Moullier, *Building Regulatory Capacity Assessment: Level 2—Detailed Exploration* (Washington, DC: World Bank, 2017).
40. *Doing Business* database.
41. Regional Law 24/2016.
42. All cities charge both a primary and secondary urbanization fee as part of the building permit fees. The primary fee is used to develop areas of public interest such as construction of public streets, parking slots, sewerage and water systems, street lighting, etc. The secondary fee is used for development projects related to public services such as schools and sanitary services (including facilities for urban waste disposals). Entrepreneurs may be allowed to directly build such urbanization works instead of paying fees. Urbanization fees are first set locally, based on the building size. Other factors are then taken into account to finalize the fee structure, such as size of the municipality, its demographic trend, geographic characteristics of the municipality, commercial value of the land, as well as specific urbanization goals of the municipality.
43. Gregory S. Burge, "The Effects of Development Impact Fees on Local Fiscal Conditions," in *Municipal Revenues and Land Policies*, edited by Gregory K. Ingram and Yu-Hung Hong (Cambridge, MA: Lincoln Institute of Land Policy, 2010).
44. The Law on Property Tax of July 3, 2014, eliminated the fees for using construction land.
45. Auckland (New Zealand) Council, "Contributions Policy 2019," <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-policies/docsdevelopmentcontributionspolicy/contributions-policy.pdf>.
46. 131.7 days on average across Italy, versus 91.4 days in the European Union.
47. To assess the reliability of supply and transparency of tariffs, *Doing Business* uses an index that scores cities on a scale from 0 to 8. The index encompasses quantitative output data on the duration and frequency of power outages, as well as qualitative data (e.g., the role of the energy regulator, the systems used to monitor power outages, whether financial deterrents exist to limit outages, and whether tariffs and tariff changes are communicated to customers at least one month in advance). For more details, see the data notes.
48. *Doing Business* uses the system average interruption duration index (SAIDI) and the

- system average interruption frequency index (SAIFI) to measure the duration and frequency of power outages. Specifically, SAIDI is the average total duration of outages over the course of a year for each customer served, while SAIFI is the average number of service interruptions experienced by a customer in a year.
49. e-distribuzione operates in Ancona, Bari, Bologna, Cagliari, Florence, Genoa, Naples, Padua, Palermo and Reggio Calabria.
 50. The request can also be submitted directly to the utility, but this typically happens only in cases where the client wants to build a connection and then wait before getting it electrified. In such cases, the utility completes the connection works, and then waits for a supply contract to be signed before electrifying the connection.
 51. As established by the Presidential Decree D.P.R. 24 July 1977, n.616.
 52. The national regulation establishes that utilities need to provide an answer to applications for new connections within 15 working days for a low-voltage connection and within 30 days for a medium-voltage connection. The utility must complete the connection works within 50 working days for both low- and medium-voltage connections. Utilities that do not respect the prescribed times incur penalties. It must be noted that the national regulator ARERA records working days, while the *Doing Business* methodology considers calendar days.
 53. Jean Arlet, Diane Davoine, Tigran Parvanyan, Jayashree Srinivasan and Erick Tjong, "Getting Electricity: Factors Affecting the Reliability of Electricity Supply," in World Bank, *Doing Business 2017: Equal Opportunity for All* (Washington, DC: World Bank, 2016).
 54. See the following link from EDP Distribuição's website: <https://www.edpdistribuicao.pt/pt-pt/podemos-ajudar/ligacao-de-rede/ligar-em-baixa-tensao>.
 55. Bologna, Florence, Genoa, Milan, Naples, Palermo, Rome and Turin.
 56. Ancona, Bari, Cagliari, Padua and Reggio Calabria.
 57. Ancona, Bologna, Genoa and Rome.
 58. Bari, Cagliari, Padua and Reggio Calabria.
 59. <http://info.registrucentras.it/>
 60. <https://www.kartverket.no/en/Land-Registry-and-Cadastre/>
 61. Republic of Ireland, Registration of Title Act, 1964.
 62. United Kingdom, Land Registration Act 2002. For more details, see also section 4 ("Applications for Indemnity") in "Practice Guide 39: Rectification and Indemnity," Her Majesty's Land Registry, last updated April 3, 2017, <https://www.gov.uk/government/publications/rectification-and-indemnity/practice-guide-39-rectification-and-indemnity>.
 63. Swedish Land Code (SFS 1970:994), chapter 19, section 37; and Real Property Formation Act (1970:988), chapter 19, section 5. Compensation for wrongful handling falls under the Tort Liability Act (1972:207).
 64. Esposito, Gianluca, Sergi Lanau and Sebastiaan Pompe. 2014. "Judicial System Reform in Italy—A Key to Growth." IMF Working Paper 14/32, International Monetary Fund, (Washington, DC: OECD. 2013). "What makes civil justice effective?" *OECD Economics Department Policy Notes*, No. 18, June 2013.
 65. Between 2006/7 and 2015/16, Italy recorded two business reforms on the *Doing Business* enforcing contracts indicator.
 66. OECD Ecoscope. 2017. "Italy's justice system has quite a long road ahead but already scores better—The Italian View." Available at <https://oecdecoscope.blog/2017/10/09/italys-justice-system-has-quite-a-long-road-ahead-but-already-scores-better-the-italian-view/>.
 67. The global and EU average are 649.8 and 637.4 days, respectively.
 68. Costs are higher in Romania (25.8%), Ireland (26.9%), Sweden (30.4%), the Czech Republic (33.8%) and the United Kingdom (45.7%).
 69. For an overview of the enforcing contracts indicators and assumptions underlying the *Doing Business* case, see the data notes.
 70. The quality of judicial processes index measures whether economies have adopted a series of good practices in their court system in four areas: court structure and proceedings, case management, court automation and alternative dispute resolution. The index is scored on a scale from 0 to 18 points. For an overview of the enforcing contracts indicators and quality of judicial processes index, see the data notes.
 71. *Doing Business* considers the applicable court to be the local court with jurisdiction over commercial contract cases worth 200% income per capita. In Italy, court procedure rules are national and apply uniformly throughout the country. Litigation is governed by the 1942 Code of Civil Procedure, which defines the subject-matter and monetary competence of the various courts. The small claims courts (*giudici di pace*) are the lowest first-instance courts. They have a monetary threshold of EUR 5,000. Claims greater than this amount must be filed in district court. European e-Justice Portal. https://e-justice.europa.eu/content_small_claims-42-it-en.do?member=1.
 72. Courts have pre-established assignment criteria set forth in the "*Sistema Tabellare*," which are updated periodically. These guidelines inform how chancellery employees assign cases to various sections. In Bologna and Naples, this process is automated.
 73. Article 183 Italian Code of Civil Procedure (first appearance); Article 184 (introduction and admission of evidence-gathering strategy); Article 193 (oath-taking of the technical expert); Article 190 (closing arguments).
 74. Ministry of Justice of Italy. "Istituti Vendite Giudiziarie." Available at https://www.giustizia.it/giustizia/it/mg_2_13_1.wp.
 75. For example, the District Court of Florence is responsible for hearing damage actions by shareholders of Banca Monte dei Paschi di Siena, one of Italy's oldest banks, which has been involved in a high-profile legal dispute. For more information, see <https://codacons.it/azionisti-in-rivolta-danni-per-283-milioni-amps-coop-ne-chiede-140/>.
 76. The nine cities previously measured in *Doing Business in Italy 2013* include Bari, Bologna, Cagliari, Milan, Naples, Padua, Palermo, Rome and Turin.
 77. These are Bari, Naples and Reggio Calabria.
 78. By law, when filing, the plaintiff must apply for a date at least three months after the filing date. Article 163-bis Italian Code of Civil Procedure.
 79. Ministry of Justice of Italy. <https://www.giustizia.it/giustizia/protected/764581/0/def/ref/NOL764579/>.
 80. Article 275 Italian Code of Civil Procedure.
 81. Article 277 Italian Code of Civil Procedure.
 82. In 2001, the president of Turin's court launched the Strasbourg Program, an ambitious plan to reduce backlogs and eliminate all cases not resolved after three or more years. By 2010, cases older than three years represented less than 5% of the court's caseload. *Doing Business in Italy 2013: Smarter Regulations for Small and Medium-Size Enterprises*. (Washington, DC: World Bank Group. 2013).
 83. In 2006, the District Court of Milan launched a pilot online civil trial for injunction orders. In 2010, it also became the first court to use ICT to communicate with lawyers. World Bank. *Doing Business in Italy 2013: Smarter Regulations for Small and Medium-Size Enterprises*. (Washington, DC: World Bank Group. 2013).
 84. The District Court of Milan publishes its annual performance report online each year. Tribunale Ordinario di Milano. "Giustizia in Prospettiva: Bilancio di Responsabilità Sociale 2017." https://www.tribunale.milano.it/files/BRS_2017_Tribunale.pdf.
 85. Ansa.it. "Genova, -29% popolazione in 45 anni." http://www.ansa.it/liguria/notizie/2017/01/13/genova-29-popolazione-in-45-anni_fb359de9-8e85-4664-9291-efe053bc594c.html.
 86. Article 492-bis Italian Code of Civil Procedure.
 87. Italian Law Ministerial Decree 55/2014, as modified by Ministerial Decree 37/2018.
 88. Italian Law Decree 78/2010, as modified by Decree 90/2014.
 89. The systems are named *GIULLI@2004* and *Consolle Unificata di Amministrazione SICI*, in Bologna and Naples, respectively.
 90. Consiglio Superiore della Magistratura. "Il processo civile telematico." <https://www.csm.it/web/csm-internet/il-processo-civile-telematico/consolle-del-magistrato>.
 91. Articles 806-840 Italian Code of Civil Procedure.
 92. Italian Law Decree 28/2010.
 93. The tax credit is up to EUR 50,000. Article 17 of Italian Law Decree 28/2010.
 94. These countries are Bulgaria, Croatia, Estonia, Germany, Greece, Latvia, Lithuania, the Netherlands and Poland.
 95. The average time to resolve a commercial dispute was 395 days across six cities measured in Bulgaria and 701 days across five cities benchmarked in Croatia, in 2017 and 2018, respectively. Trial time was 189 days and 319 days, respectively. World Bank. 2017. *Doing Business in the European Union 2017*:

- Bulgaria, Hungary and Romania.* (Washington, DC: World Bank. 2018). *Doing Business in the European Union 2018: Croatia, the Czech Republic, Portugal and Slovakia.* (Washington DC: World Bank. 2018).
96. Council of Europe, Committee of Ministers, "Recommendation No. R (84) 5 of the Committee of Ministers to Member States on the Principles of Civil Procedure Designed to Improve the Functioning of Justice" (Council of Europe, Strasbourg, 1984), p. 2.
97. World Bank. 2017. *Doing Business in the European Union 2017: Bulgaria, Hungary and Romania.* (Washington, DC: World Bank. 2018).
98. European Commission, Directorate-General for Justice and Consumers, *The 2019 EU Justice Scoreboard* (Luxembourg: Publications Office of the European Unions, 2019), https://ec.europa.eu/info/sites/info/files/justice_scoreboard_2019_en.pdf.
99. Ministry of Justice of Italy. "Piante organiche della magistratura degli uffici di legittimità." https://www.giustizia.it/giustizia/it/mg_2_9_17.page;jsessionid=K5QRpR8WQTrVCyCdtLgv01WD.

City Snapshots and Indicator Details

ITALY

Ancona

Starting a business (rank)	1	Dealing with construction permits (rank)	5
Score for starting a business (0–100)	89.79	Score for dealing with construction permits (0–100)	68.87
Procedures (number)	6	Procedures (number)	14
Time (days)	5	Time (days)	203
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	2.2
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	12	Registering property (rank)	4
Score for getting electricity (0–100)	77.39	Score for registering property (0–100)	80.85
Procedures (number)	4	Procedures (number)	4
Time (days)	184	Time (days)	20
Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	8	Quality of land administration index (0–30)	26
Enforcing contracts (rank)	7		
Score for enforcing contracts (0–100)	52.05		
Time (days)	1,180		
Cost (% of claim value)	26.1		
Quality of judicial processes index (0–18)	13		

Bari

Starting a business (rank)	9	Dealing with construction permits (rank)	12
Score for starting a business (0–100)	87.56	Score for dealing with construction permits (0–100)	58.27
Procedures (number)	7	Procedures (number)	15
Time (days)	8	Time (days)	270
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	6.0
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	7	Registering property (rank)	12
Score for getting electricity (0–100)	81.33	Score for registering property (0–100)	78.47
Procedures (number)	4	Procedures (number)	4
Time (days)	119	Time (days)	26
Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	7	Quality of land administration index (0–30)	24
Enforcing contracts (rank)	11		
Score for enforcing contracts (0–100)	49.27		
Time (days)	1,470		
Cost (% of claim value)	21.8		
Quality of judicial processes index (0–18)	13		

Bologna			
Starting a business (rank)	6	Dealing with construction permits (rank)	3
Score for starting a business (0–100)	87.81	Score for dealing with construction permits (0–100)	71.51
Procedures (number)	7	Procedures (number)	13
Time (days)	7	Time (days)	159
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	3.4
Paid-in minimum capital (% of income per capita)	0	Building quality control index (0–15)	11
Getting electricity (rank)	1	Registering property (rank)	2
Score for getting electricity (0–100)	89.24	Score for registering property (0–100)	81.27
Procedures (number)	4	Procedures (number)	4
Time (days)	75	Time (days)	20
Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	8	Quality of land administration index (0–30)	26.5
Enforcing contracts (rank)	3		
Score for enforcing contracts (0–100)	56.75		
Time (days)	1,030		
Cost (% of claim value)	26.9		
Quality of judicial processes index (0–18)	13.5		
Cagliari			
Starting a business (rank)	9	Dealing with construction permits (rank)	1
Score for starting a business (0–100)	87.56	Score for dealing with construction permits (0–100)	72.95
Procedures (number)	7	Procedures (number)	14
Time (days)	8	Time (days)	115
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	4.0
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	8	Registering property (rank)	11
Score for getting electricity (0–100)	80.24	Score for registering property (0–100)	78.83
Procedures (number)	4	Procedures (number)	4
Time (days)	129	Time (days)	23
Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	7	Quality of land administration index (0–30)	24
Enforcing contracts (rank)	8		
Score for enforcing contracts (0–100)	51.04		
Time (days)	1,245		
Cost (% of claim value)	24.0		
Quality of judicial processes index (0–18)	13		

Florence

Starting a business (rank)	5	Dealing with construction permits (rank)	4
Score for starting a business (0–100)	89.03	Score for dealing with construction permits (0–100)	69.22
Procedures (number)	6	Procedures (number)	14
Time (days)	8	Time (days)	165
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	4.1
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	4	Registering property (rank)	5
Score for getting electricity (0–100)	85.65	Score for registering property (0–100)	80.79
Procedures (number)	4	Procedures (number)	4
Time (days)	108	Time (days)	17
Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	8	Quality of land administration index (0–30)	25.5
Enforcing contracts (rank)	13		
Score for enforcing contracts (0–100)	48.80		
Time (days)	1,275		
Cost (% of claim value)	27.8		
Quality of judicial processes index (0–18)	13		

Genoa

Starting a business (rank)	6	Dealing with construction permits (rank)	8
Score for starting a business (0–100)	87.81	Score for dealing with construction permits (0–100)	66.58
Procedures (number)	7	Procedures (number)	14
Time (days)	7	Time (days)	209
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	3.7
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	9	Registering property (rank)	3
Score for getting electricity (0–100)	80.00	Score for registering property (0–100)	81.03
Procedures (number)	4	Procedures (number)	4
Time (days)	160	Time (days)	22
Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	8	Quality of land administration index (0–30)	26.5
Enforcing contracts (rank)	4		
Score for enforcing contracts (0–100)	54.65		
Time (days)	1,060		
Cost (% of claim value)	27.9		
Quality of judicial processes index (0–18)	13		

Milan			
Starting a business (rank)	1	Dealing with construction permits (rank)	13
Score for starting a business (0–100)	89.79	Score for dealing with construction permits (0–100)	57.47
Procedures (number)	6	Procedures (number)	13
Time (days)	5	Time (days)	105
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	17.7
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	10	Registering property (rank)	7
Score for getting electricity (0–100)	79.78	Score for registering property (0–100)	80.43
Procedures (number)	4	Procedures (number)	4
Time (days)	136	Time (days)	20
Cost (% of income per capita)	34.1	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	7	Quality of land administration index (0–30)	25.5
Enforcing contracts (rank)	2		
Score for enforcing contracts (0–100)	56.82		
Time (days)	985		
Cost (% of claim value)	27.5		
Quality of judicial processes index (0–18)	13		

Naples			
Starting a business (rank)	9	Dealing with construction permits (rank)	11
Score for starting a business (0–100)	87.56	Score for dealing with construction permits (0–100)	60.45
Procedures (number)	7	Procedures (number)	17
Time (days)	8	Time (days)	298.5
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	1.0
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	6	Registering property (rank)	7
Score for getting electricity (0–100)	82.09	Score for registering property (0–100)	80.43
Procedures (number)	4	Procedures (number)	4
Time (days)	112	Time (days)	20
Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	7	Quality of land administration index (0–30)	25.5
Enforcing contracts (rank)	12		
Score for enforcing contracts (0–100)	49.02		
Time (days)	1,470		
Cost (% of claim value)	24.9		
Quality of judicial processes index (0–18)	13.5		

Padua

Starting a business (rank)		3		Dealing with construction permits (rank)		2	
Score for starting a business (0–100)	89.54	Score for dealing with construction permits (0–100)	71.86	Procedures (number)	6	Procedures (number)	14
Time (days)	6	Time (days)	144	Cost (% of income per capita)	13.8	Cost (% of warehouse value)	3.2
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11				
Getting electricity (rank)		11		Registering property (rank)		12	
Score for getting electricity (0–100)	78.69	Score for registering property (0–100)	78.47	Procedures (number)	4	Procedures (number)	4
Time (days)	172	Time (days)	26	Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	8	Quality of land administration index (0–30)	24				
Enforcing contracts (rank)		6					
Score for enforcing contracts (0–100)	52.25	Time (days)	1,130				
Cost (% of claim value)	29.2	Quality of judicial processes index (0–18)	13				

Palermo

Starting a business (rank)		6		Dealing with construction permits (rank)		9	
Score for starting a business (0–100)	87.81	Score for dealing with construction permits (0–100)	61.52	Procedures (number)	7	Procedures (number)	17
Time (days)	7	Time (days)	206	Cost (% of income per capita)	13.8	Cost (% of warehouse value)	5.5
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11				
Getting electricity (rank)		13		Registering property (rank)		6	
Score for getting electricity (0–100)	69.15	Score for registering property (0–100)	80.67	Procedures (number)	4	Procedures (number)	4
Time (days)	231	Time (days)	18	Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	7	Quality of land administration index (0–30)	25.5				
Enforcing contracts (rank)		10					
Score for enforcing contracts (0–100)	50.65	Time (days)	1,275				
Cost (% of claim value)	22.8	Quality of judicial processes index (0–18)	13				

Reggio Calabria			
Starting a business (rank)	9	Dealing with construction permits (rank)	10
Score for starting a business (0–100)	87.56	Score for dealing with construction permits (0–100)	61.05
Procedures (number)	7	Procedures (number)	14
Time (days)	8	Time (days)	325.5
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	1.4
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	5	Registering property (rank)	10
Score for getting electricity (0–100)	82.52	Score for registering property (0–100)	79.42
Procedures (number)	4	Procedures (number)	4
Time (days)	108	Time (days)	18
Cost (% of income per capita)	130.4	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	7	Quality of land administration index (0–30)	24
Enforcing contracts (rank)	9		
Score for enforcing contracts (0–100)	50.75		
Time (days)	1,750		
Cost (% of claim value)	17.9		
Quality of judicial processes index (0–18)	13		
Rome			
Starting a business (rank)	13	Dealing with construction permits (rank)	6
Score for starting a business (0–100)	86.81	Score for dealing with construction permits (0–100)	68.33
Procedures (number)	7	Procedures (number)	14
Time (days)	11	Time (days)	189.5
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	3.4
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	3	Registering property (rank)	1
Score for getting electricity (0–100)	86.08	Score for registering property (0–100)	81.75
Procedures (number)	4	Procedures (number)	4
Time (days)	75	Time (days)	16
Cost (% of income per capita)	138.9	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	7	Quality of land administration index (0–30)	26.5
Enforcing contracts (rank)	5		
Score for enforcing contracts (0–100)	53.10		
Time (days)	1,120		
Cost (% of claim value)	27.6		
Quality of judicial processes index (0–18)	13		

Turin

Starting a business (rank)	4	Dealing with construction permits (rank)	7
Score for starting a business (0–100)	89.28	Score for dealing with construction permits (0–100)	66.65
Procedures (number)	6	Procedures (number)	14
Time (days)	7	Time (days)	185
Cost (% of income per capita)	13.8	Cost (% of warehouse value)	5.0
Paid-in minimum capital (% of income per capita)	0.0	Building quality control index (0–15)	11
Getting electricity (rank)	2	Registering property (rank)	9
Score for getting electricity (0–100)	87.53	Score for registering property (0–100)	79.84
Procedures (number)	3	Procedures (number)	4
Time (days)	103	Time (days)	25
Cost (% of income per capita)	34.1	Cost (% of property value)	4.4
Reliability of supply and transparency of tariffs index (0–8)	7	Quality of land administration index (0–30)	25.5
Enforcing contracts (rank)	1		
Score for enforcing contracts (0–100)	61.17		
Time (days)	860		
Cost (% of claim value)	25.0		
Quality of judicial processes index (0–18)	13		

STARTING A BUSINESS IN ITALY – PROCEDURES REQUIRED TO START A BUSINESS, BY CITY

Standard company legal form: Limited Liability Company (SRL) Paid-in minimum capital requirement: EUR 1 Data as of: May 1, 2019		Ancona	Bari	Bologna	Cagliari	Florence	Genoa	Milan	Naples	Padua	Palermo	Reggio Calabria	Rome	Turin	Comments
1. Execute a public deed of incorporation and company bylaws before a public notary and pay registration tax	Time (days)	1	1	1	1	1	1	1	1	1	1	1	1	1	A public deed of incorporation, including the company's bylaws, must be drafted and executed before a public notary. For companies with capital from EUR 25,000 to EUR 400,000, the notary fee can range from 0.86% to 6.9%, that is approximately EUR 3,000. A registration fee of EUR 200 and a stamp duty of EUR 156 also need to be paid.
	Cost (EUR)														
2. Purchase and authenticate corporate and accounting books*	Time (days)	1	1	1	1	1	1	1	1	1	1	1	1	1	A SRL must keep a minute book of board of directors' meetings and one of quota-holders' meetings, both subject to authentication. The cost is EUR 16 stamp duty for each 100 pages plus EUR 25 registration fee per book. Books are available at stationery stores or through a notary public or can be kept in electronic format.
	Cost (EUR)	82	82	82	82	82	82	82	82	82	82	82	82	82	
3. Pay government tax (fee) to authenticate corporate and accounting books*	Time (days)	1	1	1	1	1	1	1	1	1	1	1	1	1	The government tax is assessed by the Revenue Agency to authenticate corporate and accounting books. The initial payment is paid at the time of incorporation via a postal service (bollettino postale). The tax is EUR 309.87 (if the capital is under EUR 516,456.90) or EUR 516.46 (if the capital exceeds EUR 516,456.90).
	Cost (EUR)	309.9	309.9	309.9	309.9	309.9	309.9	309.9	309.9	309.9	309.9	309.9	309.9	309.9	
4. Activation and Registration of the P.E.C (i.e. the "Certified e-mail")	Time (days)	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	All companies are required to have a certified e-mail (PEC). Said requirement is immediate and must be communicated to the Register of Enterprises throughout the relevant incorporation procedure. Failure to communicate PEC results in a suspension of the registration process in the Register of Enterprises.
	Cost (EUR)	50	50	50	50	50	50	50	50	50	50	50	50	50	
5. Register company incorporation, and receive tax identification number, VAT number, and register with Social Security Administration (INPS) and Accident Insurance Office (INAIL)	Time (days)	1	4	2	4	4	3	1	2	2	3	4	2	3	Applicants file electronically a single notice with the Register of Enterprises, which will request the registration of the company with the Register, request the tax identification/VAT number as well as registration with Social Security Administration and Accident Insurance Office. EUR 120 is the membership fee (EUR 100 in Padua) and EUR 90 is the registration fee with the chamber of commerce.
	Cost (EUR)	210	210	210	210	210	210	210	210	190	210	210	210	210	
6. Obtain the accreditation for providing information about employees* (a)	Time (days)	n.a.	2	2	2	n.a.	2	n.a.	3	n.a.	2	3	7	n.a.	The accreditation on the portal of the labor authority is required in order to comply with the mandatory employment notifications. Information about the company and its legal representative is submitted by fax or in person to the competent labor office. Once the identity of the legal representative is verified, the company profile on the portal is activated and login credentials are issued.
	Cost (EUR)	n.a.	No cost	No cost	No cost	n.a.	No cost	n.a.	No cost	n.a.	No cost	No cost	No cost	No cost	
7. Notify the competent Labor Office of the employment of workers	Time (days)	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	0.5	Business founders must notify the competent Labor Office (Centro per l'Impiego) about hiring personnel one day before the employee in question begins working at the company.
	Cost (EUR)	No cost	No cost	No cost	No cost	No cost	No cost	No cost	No cost	No cost	No cost	No cost	No cost	No cost	

Source: Doing Business database.

*Takes place simultaneously with previous procedure.

(a) In Ancona, Florence, Milan, Padua and Turin, the separate accreditation is not needed because company representatives can use digital signatures to certify their identity or—as is the case in Milan and Turin—the new company is automatically registered with the labor portal using information submitted via ComUnica—the online single notice used to register a new company with the relevant authorities—during the incorporation process.

LIST OF PROCEDURES
DEALING WITH CONSTRUCTION
PERMITS

ITALY

Ancona

Warehouse value: EUR 1,467,994 (US\$1,678,000)
Data as of: May 1, 2019

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company
Time: 13 days
Cost: EUR 1,400

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company
Time: 13 days
Cost: EUR 1,000

Procedure 3*. Hire an independent engineer to test structure

Agency: Independent engineer
Time: 1 day
Cost: EUR 3,000

Procedure 4. Obtain building permit

Agency: Integrated One-Stop Shop for Construction Permits (SUI), Municipality of Ancona
Time: 150 days
Cost: EUR 24,890 (EUR 18.51 per sq. m. for urbanization fee; EUR 516 for application fee; EUR 300 for Fire Department clearance)

Procedure 5*. Obtain seismic authorization

Agency: Landscape, Territory, Urban Planning, Civil Engineering; Region of Marche
Time: 90 days
Cost: EUR 516 (EUR 516 for administration fee)

Procedure 6. Submit notification of commencement of works

Agency: Integrated One-Stop Shop for Construction Permits (SUI), Municipality of Ancona
Time: Less than one day (online procedure)
Cost: EUR 16 (EUR 16 for stamp)

Procedure 7. Submit structural work report

Agency: Landscape, Territory, Urban Planning, Civil Engineering; Region of Marche
Time: Less than one day (online procedure)
Cost: EUR 32 (EUR 32 for two stamps)

Procedure 8. File certified notification of starting activity (SCIA) for fire security

Agency: Integrated One-Stop Shop (SUI), Municipality of Ancona
Time: Less than one day (online procedure)
Cost: EUR 216

Procedure 9. Receive final inspection by the Fire Department

Agency: Fire Department Ancona
Time: 1 day
Cost: No cost

Procedure 10. Register the building

Agency: Revenue Agency, Ancona Territorial Office
Time: 5 days
Cost: EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)

Procedure 11*. Apply for water and sewerage connection

Agency: Vivaservizi S.p.A.
Time: 1 day
Cost: No cost

Procedure 12. Receive on-site inspection and estimation of water and sewerage installation costs

Agency: Vivaservizi S.p.A.
Time: 1 day
Cost: No cost

Procedure 13. Obtain water and sewerage connection

Agency: Vivaservizi S.p.A.
Time: 30 days
Cost: EUR 600

Procedure 14. File a certified report for occupancy

Agency: Integrated One-Stop Shop (SUI), Municipality of Ancona
Time: Less than one day (online procedure)
Cost: EUR 55 (EUR 55 for occupancy permit application fee)

Bari

Warehouse value: EUR 1,467,994 (US\$1,678,000)
Data as of: May 1, 2019

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company
Time: 15 days
Cost: EUR 2,000

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company
Time: 10 days
Cost: EUR 1,000

Procedure 3*. Hire an independent engineer to test structure

Agency: Independent engineer
Time: 1 day
Cost: EUR 6,000

Procedure 4. Obtain building permit

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Bari
Time: 195 days
Cost: EUR 75,657 (EUR 570 for application fee; EUR 16 for stamp; EUR 18.90 per sq. m. for primary urbanization; EUR 38.82 per sq. m. for secondary urbanization)

Procedure 5*. Submit structural project plan

Agency: Seismic Office, Metropolitan City of Bari
Time: 1 day
Cost: EUR 154 (EUR 90 for administration fees; EUR 64 for 4 stamps)

Procedure 6. Submit notification of commencement of works

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Bari
Time: Less than one day (online procedure)
Cost: No cost

Procedure 7. Submit structural work report to the Seismic Office

Agency: Seismic Office, Metropolitan City of Bari
Time: 1 day
Cost: EUR 32 (EUR 32 for two stamps)

Procedure 8*. Submit structural work report to the One-Stop Shop for Construction Permits

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Bari
Time: Less than one day (online procedure)
Cost: No cost

Procedure 9. File certified notification of starting activity (SCIA) for fire security

Agency: Fire Department Bari
Time: Less than one day (online procedure)
Cost: EUR 216

Procedure 10. Receive final inspection by the Fire Department

Agency: Fire Department Bari
Time: 1 day
Cost: No cost

*Simultaneous with previous procedure

Procedure 11. Register the building

Agency: Revenue Agency, Bari Territorial Office
Time: 5 days

Cost: EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)

Procedure 12*. Apply for water and sewerage connection

Agency: Puglia Aqueduct (AQP)

Time: 1 day

Cost: No cost

Procedure 13. Receive on-site inspection and estimation of water and sewerage installation costs

Agency: Puglia Aqueduct (AQP)

Time: 1 day

Cost: No cost

Procedure 14. Obtain water and sewerage connection

Agency: Puglia Aqueduct (AQP)

Time: 50 days

Cost: EUR 2,500

Procedure 15. File a certified report for occupancy

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Bari

Time: Less than one day (online procedure)

Cost: EUR 131 (EUR 115 for application fee; EUR 16 for stamp)

Bologna

Warehouse value: EUR 1,467,994 (US\$1,678,000)

Data as of: May 1, 2019

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company

Time: 20 days

Cost: EUR 3,500

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company

Time: 10 days

Cost: EUR 1,800

Procedure 3*. Hire an independent engineer to test structure

Agency: Independent engineer

Time: 1 day

Cost: EUR 5,000

Procedure 4. Obtain building permit

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Bologna

Time: 100 days

Cost: EUR 38,401 (EUR 8.03 per sq. m. for primary urbanization; EUR 4,996 for secondary urbanization; EUR 21,824 for parking facility fees; EUR 770 for application fee; EUR 300 for structural project plan; EUR 67.60 for administration fee)

Procedure 5. Submit notification of commencement of works

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Bologna

Time: Less than one day (online procedure)

Cost: No cost

Procedure 6. Submit structural work report

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Bologna

Time: Less than one day (online procedure)

Cost: No cost

Procedure 7. File certified notification of starting activity (SCIA) for fire security

Agency: Fire Department Bologna

Time: Less than one day (online procedure)

Cost: EUR 216

Procedure 8. Receive final inspection by the Fire Department

Agency: Fire Department Bologna

Time: 1 day

Cost: No cost

Procedure 9. Register the building

Agency: Revenue Agency, Bologna Territorial Office

Time: 5 days

Cost: EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)

Procedure 10*. Apply for water and sewerage connection

Agency: Hera S.p.a.

Time: 1 day

Cost: EUR 211 (EUR 195 for administration fee; EUR 16 for stamp)

Procedure 11. Receive on-site inspection and estimation of water and sewerage installation costs

Agency: Hera S.p.a.

Time: 1 day

Cost: No cost

Procedure 12. Obtain water and sewerage connection

Agency: Hera S.p.a.

Time: 30 days

Cost: EUR 300

Procedure 13. File a certified report for occupancy

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Bologna

Time: Less than one day (online procedure)

Cost: EUR 190 (EUR 190 for occupancy permit application fee)

Cagliari

Warehouse value: EUR 1,467,994 (US\$1,678,000)

Data as of: May 1, 2019

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company

Time: 15 days

Cost: EUR 2,000

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company

Time: 15 days

Cost: EUR 1,000

Procedure 3*. Hire an independent engineer to test structure

Agency: Independent engineer

Time: 1 day

Cost: EUR 6,000

Procedure 4. Obtain building permit

Agency: One-Stop Shop for Business Activities and Construction Permits (SUAPE), Municipality of Cagliari

Time: 60 days

Cost: EUR 48,072 (EUR 474.19 for application fee; EUR 12.20 per cubic meter for urbanization fee)

Procedure 5*. Submit structural project plan

Agency: One-Stop Shop for Business Activities and Construction Permits (SUAPE), Municipality of Cagliari

Time: Less than one day (online procedure)

Cost: No cost

Procedure 6. Submit notification of commencement of works

Agency: One-Stop Shop for Business Activities and Construction Permits (SUAPE), Municipality of Cagliari

Time: Less than one day (online procedure)

Cost: No cost

*Simultaneous with previous procedure

Procedure 7. Submit structural work report

Agency: One-Stop Shop for Business Activities and Construction Permits (SUAPE), Municipality of Cagliari

Time: Less than one day (online procedure)

Cost: No cost

Procedure 8. File certified notification of starting activity (SCIA) for fire security

Agency: One-Stop Shop for Business Activities and Construction Permits (SUAPE), Municipality of Cagliari

Time: Less than one day (online procedure)

Cost: EUR 216

Procedure 9. Receive final inspection by the Fire Department

Agency: Fire Department Cagliari

Time: 1 day

Cost: No cost

Procedure 10. Register the building

Agency: Revenue Agency, Cagliari Territorial Office

Time: 5 days

Cost: EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)

Procedure 11*. Apply for water and sewerage connection

Agency: Abbanoa S.p.A.

Time: 1 day

Cost: No cost

Procedure 12. Receive on-site inspection and estimation of water and sewerage installation costs

Agency: Abbanoa S.p.A.

Time: 1 day

Cost: No cost

Procedure 13. Obtain water and sewerage connection

Agency: Abbanoa S.p.A.

Time: 30 days

Cost: EUR 600

Procedure 14. File a certified report for occupancy

Agency: One-Stop Shop for Business Activities and Construction Permits (SUAPE), Municipality of Cagliari

Time: Less than one day (online procedure)

Cost: EUR 337 (EUR 337.11 for occupancy permit application fee)

Florence

*Warehouse value: EUR 1,467,994 (US\$1,678,000)
Data as of: May 1, 2019*

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company

Time: 15 days

Cost: EUR 2,400

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company

Time: 15 days

Cost: EUR 1,000

Procedure 3*. Hire an independent engineer to test structure

Agency: Independent engineer

Time: 1 day

Cost: EUR 5,500

Procedure 4. Obtain building permit

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Florence

Time: 100 days

Cost: EUR 49,512 (EUR 19.44 per sq. m. for primary urbanization; EUR 17.82 per sq. m. for secondary urbanization; EUR 1,020 for administration fee; EUR 32 for 2 stamps)

Procedure 5*. Submit structural project plan

Agency: Regional Seismic Office (Civil Engineering)

Time: Less than one day (online procedure)

Cost: EUR 390 (EUR 0.10 per cubic meter)

Procedure 6. Submit notification of commencement of works

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Florence; Regional Seismic Office (Civil Engineering)

Time: Less than one day (online procedure)

Cost: No cost

Procedure 7. Submit structural work report

Agency: Regional Seismic Office (Civil Engineering)

Time: Less than one day (online procedure)

Cost: EUR 32 (EUR 32 for two stamps)

Procedure 8. File certified notification of starting activity (SCIA) for fire security

Agency: One-Stop Shop for Business Activities (SUAP), Municipality of Florence

Time: Less than one day (online procedure)

Cost: EUR 216

Procedure 9. Receive final inspection by the Fire Department

Agency: Fire Department Florence

Time: 1 day

Cost: No cost

Procedure 10. Register the building

Agency: Revenue Agency, Florence Territorial Office

Time: 5 days

Cost: EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)

Procedure 11*. Apply for water and sewerage connection

Agency: Publicacqua S.p.A.

Time: 1 day

Cost: No cost

Procedure 12. Receive on-site inspection and estimation of water and sewerage installation costs

Agency: Publicacqua S.p.A.

Time: 1 day

Cost: No cost

Procedure 13. Obtain water and sewerage connection

Agency: Publicacqua S.p.A.

Time: 40 days

Cost: EUR 600

Procedure 14. File a certified report for occupancy

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Florence

Time: Less than one day (online procedure)

Cost: EUR 103 (EUR 103 for occupancy permit application fee)

Genoa

*Warehouse value: EUR 1,467,994 (US\$1,678,000)
Data as of: May 1, 2019*

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company

Time: 20 days

Cost: EUR 3,000

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company

Time: 15 days

Cost: EUR 2,000

*Simultaneous with previous procedure

Procedure 3*. Hire an independent engineer to test structure**Agency:** Independent engineer**Time:** 1 day**Cost:** EUR 6,000**Procedure 4. Obtain building permit****Agency:** One-Stop Shop for Enterprises (SUIP), Municipality of Genoa**Time:** 120 days**Cost:** EUR 40,443 (EUR 30.91 per sq. m. of building for urbanization fee; EUR 16 for stamp; EUR 225.50 for administrative fee)**Procedure 5*. Submit structural project plan****Agency:** Seismic and Reinforced Cement Office, Metropolitan City of Genoa**Time:** Less than one day (online procedure)**Cost:** EUR 182 (EUR 32 for two stamps; EUR 150 for administration fee)**Procedure 6. Submit notification of commencement of works****Agency:** One-Stop Shop for Enterprises (SUIP), Municipality of Genoa**Time:** Less than one day (online procedure)**Cost:** No cost**Procedure 7. Submit structural work report****Agency:** Seismic and Reinforced Cement Office, Metropolitan City of Genoa**Time:** Less than one day (online procedure)**Cost:** EUR 32 (EUR 32 for two stamps)**Procedure 8. File certified notification of starting activity (SCIA) for fire security****Agency:** Fire Department Genoa**Time:** Less than one day (online procedure)**Cost:** EUR 216**Procedure 9. Receive final inspection by the Fire Department****Agency:** Fire Department Genoa**Time:** 1 day**Cost:** No cost**Procedure 10. Register the building****Agency:** Revenue Agency, Genoa Territorial Office**Time:** 5 days**Cost:** EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)**Procedure 11*. Apply for water and sewerage connection****Agency:** Iren S.p.A.**Time:** 1 day**Cost:** No cost**Procedure 12. Receive on-site inspection and estimation of water and sewerage installation costs****Agency:** Iren S.p.A.**Time:** 1 day**Cost:** No cost**Procedure 13. Obtain water and sewerage connection****Agency:** Iren S.p.A.**Time:** 60 days**Cost:** EUR 1,500 (EUR 500 for water connection; EUR 1,000 for sewerage connection)**Procedure 14. File a certified report for occupancy****Agency:** One-Stop Shop for Enterprises (SUIP), Municipality of Genoa**Time:** Less than one day (online procedure)**Cost:** EUR 105 (EUR 105 for occupancy permit administration fee)**Milan***Warehouse value: EUR 1,467,994 (US\$1,678,000)**Data as of: May 1, 2019***Procedure 1. Obtain geo-technical study of the land****Agency:** Private licensed company**Time:** 20 days**Cost:** EUR 2,000**Procedure 2*. Obtain topographic survey of the land plot****Agency:** Private licensed company**Time:** 10 days**Cost:** EUR 2,000**Procedure 3*. Hire an independent engineer to test structure****Agency:** Independent engineer**Time:** 1 day**Cost:** EUR 5,000**Procedure 4. Obtain building permit****Agency:** One-Stop Shop for Construction Permits (SUE), Municipality of Milan**Time:** 30 days**Cost:** EUR 242,032 (EUR 88.90 per sq. m. of building for primary urbanization fee; EUR 51.34 per sq. m. of building for secondary urbanization fee; EUR 45.84 per sq. m. of building for waste disposal fee; EUR 16 for stamp)**Procedure 5. Submit notification of commencement of works****Agency:** One-Stop Shop for Construction Permits (SUE), Municipality of Milan**Time:** 1 day**Cost:** No cost**Procedure 6. Submit structural work report****Agency:** One-Stop Shop for Construction Permits (SUE), Municipality of Milan**Time:** 1 day**Cost:** EUR 32 (EUR 32 for two stamps)**Procedure 7. File certified notification of starting activity (SCIA) for fire security****Agency:** Fire Department Milan**Time:** Less than one day (online procedure)**Cost:** EUR 216**Procedure 8. Receive final inspection by the Fire Department****Agency:** Fire Department Milan**Time:** 1 day**Cost:** No cost**Procedure 9. Register the building****Agency:** Revenue Agency, Milan Territorial Office**Time:** 5 days**Cost:** EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)**Procedure 10*. Apply for water and sewerage connection****Agency:** Milan Water Company (MM S.p.A.)**Time:** Less than one day (online procedure)**Cost:** No cost**Procedure 11. Receive on-site inspection and estimation of water and sewerage installation costs****Agency:** Milan Water Company (MM S.p.A.)**Time:** 1 day**Cost:** No cost**Procedure 12. Obtain water and sewerage connection****Agency:** Milan Water Company (MM S.p.A.)**Time:** 45 days**Cost:** EUR 8,840 (EUR 2,840 for water connection; EUR 6,000 for sewerage connection)

*Simultaneous with previous procedure

Procedure 13. File a certified report for occupancy**Agency:** One-Stop Shop for Construction Permits (SUE), Municipality of Milan**Time:** Less than one day (online procedure)**Cost:** EUR 52 (EUR 52 for occupancy permit administration fee)**Naples***Warehouse value: EUR 1,467,994 (US\$1,678,000)**Data as of: May 1, 2019***Procedure 1. Obtain geo-technical study of the land****Agency:** Private licensed company**Time:** 15 days**Cost:** EUR 2,000**Procedure 2*. Obtain topographic survey of the land plot****Agency:** Private licensed company**Time:** 13 days**Cost:** EUR 1,000**Procedure 3*. Hire an independent engineer to test structure****Agency:** Independent engineer**Time:** 1 day**Cost:** EUR 4,500**Procedure 4. Obtain building permit****Agency:** One-Stop Shop for Private Construction (SUEP), Municipality of Naples**Time:** 180 days**Cost:** EUR 2,749 (EUR 1,932.70 for urbanization fee; EUR 800 for application fee; EUR 16 for stamp)**Procedure 5*. Obtain seismic authorization****Agency:** Regional Technical Office (Civil Engineering)**Time:** 180 days**Cost:** EUR 1,132 (EUR 100 for administrative fee; EUR 32 for two stamps; EUR 1,000 for the examination and filing of a project for a 3,901.5 cubic meter warehouse)**Procedure 6. Submit notification of commencement of works****Agency:** One-Stop Shop for Private Construction (SUEP), Municipality of Naples**Time:** 1 day**Cost:** No cost**Procedure 7. Submit structural work report****Agency:** Regional Technical Office (Civil Engineering)**Time:** 1 day**Cost:** EUR 32 (EUR 32 for two stamps)**Procedure 8. File certified notification of starting activity (SCIA) for fire security****Agency:** Fire Department Naples**Time:** Less than one day (online procedure)**Cost:** EUR 216**Procedure 9. Receive final inspection by the Fire Department****Agency:** Fire Department Naples**Time:** 1 day**Cost:** No cost**Procedure 10. Register the building****Agency:** Revenue Agency, Naples Territorial Office**Time:** 5 days**Cost:** EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)**Procedure 11. Request and obtain authorization of sewerage connection plans****Agency:** Private Sewage Office, Municipality of Naples**Time:** 45 days**Cost:** EUR 55**Procedure 12*. Apply for water connection****Agency:** ABC Water Public Good S.p.A.**Time:** 1 day**Cost:** EUR 50**Procedure 13. Receive on-site inspection for sewerage connection****Agency:** Private Sewage Office, Municipality of Naples**Time:** 1 day**Cost:** EUR 226**Procedure 14*. Receive on-site inspection for water connection****Agency:** ABC Water Public Good S.p.A.**Time:** 1 day**Cost:** No cost**Procedure 15. Obtain sewerage connection****Agency:** Private Sewage Office, Municipality of Naples**Time:** 45 days**Cost:** EUR 1,650**Procedure 16*. Obtain water connection****Agency:** ABC Water Public Good S.p.A.**Time:** 45 days**Cost:** EUR 600**Procedure 17. File a certified report for occupancy****Agency:** One-Stop Shop for Private Construction (SUEP), Municipality of Naples**Time:** 1 day**Cost:** EUR 340 (EUR 340 for occupancy permit submission fee)**Padua***Warehouse value: EUR 1,467,994 (US\$1,678,000)**Data as of: May 1, 2019***Procedure 1. Obtain geo-technical study of the land****Agency:** Private licensed company**Time:** 15 days**Cost:** EUR 2,000**Procedure 2*. Obtain topographic survey of the land plot****Agency:** Private licensed company**Time:** 10 days**Cost:** EUR 800**Procedure 3*. Hire an independent engineer to test structure****Agency:** Independent engineer**Time:** 1 day**Cost:** EUR 5,000**Procedure 4. Obtain building permit****Agency:** One-Stop Shop for Business Activities (SUAP), Municipality of Padua**Time:** 90 days**Cost:** EUR 35,802 (EUR 13 per sq. m. for primary urbanization; EUR 10.40 per sq. m. for secondary urbanization; EUR 3.60 per sq. m. for waste; EUR 240 for application fee; EUR 16 for stamp; EUR 30 for technical check; EUR 400 for clearance from external offices)**Procedure 5*. Submit structural project plan****Agency:** One-Stop Shop for Business Activities (SUAP), Municipality of Padua**Time:** Less than one day (online procedure)**Cost:** EUR 16 (EUR 16 for stamp)

*Simultaneous with previous procedure

Procedure 6. Submit notification of commencement of works

Agency: One-Stop Shop for Business Activities (SUAP), Municipality of Padua

Time: Less than one day (online procedure)

Cost: EUR 16 (EUR 16 for stamp)

Procedure 7. Submit structural work report

Agency: One-Stop Shop for Business Activities (SUAP), Municipality of Padua

Time: Less than one day (online procedure)

Cost: EUR 32 (EUR 32 for two stamps)

Procedure 8. File certified notification of starting activity (SCIA) for fire security

Agency: One-Stop Shop for Business Activities (SUAP), Municipality of Padua

Time: Less than one day (online procedure)

Cost: EUR 216

Procedure 9. Receive final inspection by the Fire Department

Agency: Fire Department Padua

Time: 1 day

Cost: No cost

Procedure 10. Register the building

Agency: Revenue Agency, Padua Territorial Office

Time: 5 days

Cost: EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)

Procedure 11*. Apply for water and sewerage connection

Agency: Acegas-Aps S.p.A.

Time: 1 day

Cost: No cost

Procedure 12. Receive on-site inspection and estimation of water and sewerage installation costs

Agency: Acegas-Aps S.p.A.

Time: 1 day

Cost: No cost

Procedure 13. Obtain water and sewerage connection

Agency: Acegas-Aps S.p.A.

Time: 30 days

Cost: EUR 2,500 (EUR 1,000 for water connection; EUR 1,500 for sewerage connection)

Procedure 14. File a certified report for occupancy

Agency: One-Stop Shop for Business Activities (SUAP), Municipality of Padua

Time: Less than one day (online procedure)

Cost: EUR 86 (EUR 70 for deposit of documentation fee; EUR 16 for stamp)

Palermo

Warehouse value: EUR 1,467,994 (US\$1,678,000)

Data as of: May 1, 2019

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company

Time: 15 days

Cost: EUR 1,000

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company

Time: 10 days

Cost: EUR 2,000

Procedure 3*. Hire an independent engineer to test structure

Agency: Independent engineer

Time: 1 day

Cost: EUR 3,500

Procedure 4. Obtain building permit

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Palermo

Time: 110 days

Cost: EUR 71,875 (EUR 16.41 per sq. m. for urbanization; EUR 32 for 2 stamps; EUR 500 for administration fees; EUR 50,000 as estimation of 10% of construction costs)

Procedure 5*. Obtain seismic authorization

Agency: Regional Technical Office (Civil Engineering)

Time: 90 days

Cost: EUR 82 (EUR 50 for administration fee; EUR 32 for two stamps)

Procedure 6. Submit notification of commencement of works

Agency: Regional Technical Office (Civil Engineering)

Time: 1 day

Cost: No cost

Procedure 7*. Submit notification of commencement of works

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Palermo

Time: Less than one day (online procedure)

Cost: No cost

Procedure 8. Submit structural work report

Agency: Regional Technical Office (Civil Engineering)

Time: 1 day

Cost: EUR 32 (EUR 32 for two stamps)

Procedure 9. File certified notification of starting activity (SCIA) for fire security

Agency: Fire Department Palermo

Time: Less than one day (online procedure)

Cost: EUR 216

Procedure 10. Receive final inspection by the Fire Department

Agency: Fire Department Palermo

Time: 1 day

Cost: No cost

Procedure 11. Register the building

Agency: Revenue Agency, Palermo Territorial Office

Time: 5 days

Cost: EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)

Procedure 12*. Apply for sewerage connection

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Palermo

Time: 1 day

Cost: No cost

Procedure 13*. Apply for water connection

Agency: Amap S.p.A.

Time: 1 day

Cost: No cost

Procedure 14. Receive on-site inspection and estimation of water and sewerage installation costs

Agency: Amap S.p.A.

Time: 1 day

Cost: No cost

Procedure 15. Obtain water and sewerage connection

Agency: Amap S.p.A.

Time: 70 days

Cost: EUR 1,500 (EUR 500 for water connection; EUR 1,000 for sewerage connection)

*Simultaneous with previous procedure

Procedure 16. Obtain clearance for sewage discharge

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Palermo
Time: Less than one day (online procedure)
Cost: No cost

Procedure 17. File a certified report for occupancy

Agency: One-Stop Shop for Construction Permits (SUE), Municipality of Palermo
Time: Less than one day (online procedure)
Cost: EUR 52 (EUR 52 for occupancy permit administration fee)

Reggio Calabria

*Warehouse value: EUR 1,467,994 (US\$1,678,000)
 Data as of: May 1, 2019*

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company
Time: 15 days
Cost: EUR 1,500

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company
Time: 15 days
Cost: EUR 800

Procedure 3*. Hire an independent engineer to test structure

Agency: Independent engineer
Time: 1 day
Cost: EUR 5,000

Procedure 4. Obtain seismic authorization

Agency: Regional Technical Office (Civil Engineering)
Time: 280 days
Cost: EUR 550

Procedure 5*. Obtain building permit

Agency: One-Stop Shop for Business Activities (SUAP), Municipality of Reggio Calabria
Time: 75 days
Cost: EUR 11,508 (EUR 11,384 for urbanization fee; EUR 123.95 for administration fee)

Procedure 6. Submit notification of commencement of works

Agency: One-Stop Shop for Business Activities (SUAP), Municipality of Reggio Calabria; Regional Technical Office (Civil Engineering)
Time: Less than one day (online procedure)
Cost: No cost

Procedure 7. Submit structural work report

Agency: Regional Technical Office (Civil Engineering)
Time: Less than one day (online procedure)
Cost: EUR 32 (EUR 32 for two stamps)

Procedure 8. File certified notification of starting activity (SCIA) for fire security

Agency: Fire Department Reggio Calabria
Time: Less than one day (online procedure)
Cost: EUR 216

Procedure 9. Receive final inspection by the Fire Department

Agency: Fire Department Reggio Calabria
Time: 1 day
Cost: No cost

Procedure 10. Register the building

Agency: Revenue Agency, Reggio Calabria Territorial Office
Time: 5 days
Cost: EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)

Procedure 11*. Apply for water and sewerage connection

Agency: Integrated Water Service, City of Reggio Calabria
Time: 1 day
Cost: No cost

Procedure 12. Receive on-site inspection of water and sewage

Agency: Integrated Water Service, City of Reggio Calabria
Time: 1 day
Cost: No cost

Procedure 13. Conduct connection works and obtain water and sewerage meter

Agency: Integrated Water Service, City of Reggio Calabria
Time: 20 days
Cost: EUR 200

Procedure 14. File a certified report for occupancy

Agency: One-Stop Shop for Business Activities (SUAP), Municipality of Reggio Calabria
Time: 1 day
Cost: EUR 84 (EUR 51.54 for occupancy permit administration fee; EUR 32 for two stamps)

Rome

*Warehouse value: EUR 1,467,994 (US\$1,678,000)
 Data as of: May 1, 2019*

Procedure 1. Obtain geo-technical study of the land

Agency: Private licensed company
Time: 15 days
Cost: EUR 2,000

Procedure 2*. Obtain topographic survey of the land plot

Agency: Private licensed company
Time: 15 days
Cost: EUR 1,000

Procedure 3*. Hire an independent engineer to test structure

Agency: Independent engineer
Time: 1 day
Cost: EUR 6,000

Procedure 4. Obtain building permit

Agency: One-Stop Shop for Construction Permits (SUE); Municipality of Rome
Time: 135 days
Cost: EUR 38,061 (EUR 1,000 for the application; EUR 150 for the project clearance from the Fire Department; EUR 36,911.35 for building permit fee [primary + secondary urbanization])

Procedure 5*. Obtain seismic authorization

Agency: Regional Technical Office (Civil Engineering)
Time: 30 days
Cost: EUR 1,316 (EUR 90 for application fee; EUR 16 for a stamp; EUR 1,210 for the examination and filing of a project for a 3,901.5 cubic meters warehouse)

Procedure 6. Submit notification of commencement of works

Agency: One-Stop Shop for Construction Permits (SUE); Municipality of Rome
Time: Less than one day (online procedure)
Cost: No cost

Procedure 7. Submit structural work report

Agency: Regional Technical Office (Civil Engineering)
Time: 1 day
Cost: EUR 137 (EUR 32 for 2 stamps; EUR 105 for administration fees)

*Simultaneous with previous procedure

Procedure 8. File certified notification of starting activity (SCIA) for fire security**Agency:** Fire Department Rome**Time:** Less than one day (online procedure)**Cost:** EUR 216**Procedure 9. Receive final inspection by the Fire Department****Agency:** Fire Department Rome**Time:** 1 day**Cost:** No cost**Procedure 10. Register the building****Agency:** Revenue Agency, Rome Territorial Office**Time:** 5 days**Cost:** EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)**Procedure 11*. Apply for water and sewerage connection****Agency:** Rome Water Company (ACEA S.p.A.)**Time:** 1 day**Cost:** No cost**Procedure 12. Receive on-site inspection and estimation of water and sewerage installation costs****Agency:** Rome Water Company (ACEA S.p.A.)**Time:** 1 day**Cost:** No cost**Procedure 13. Obtain water and sewerage connection****Agency:** Rome Water Company (ACEA S.p.A.)**Time:** 29 days**Cost:** EUR 600**Procedure 14. File a certified report for occupancy****Agency:** One-Stop Shop for Construction Permits (SUE); Municipality of Rome**Time:** Less than one day (online procedure)**Cost:** EUR 150 (EUR 150 for administration fee)**Turin***Warehouse value: EUR 1,467,994 (US\$1,678,000)
Data as of: May 1, 2019***Procedure 1. Obtain geo-technical study of the land****Agency:** Private licensed company**Time:** 15 days**Cost:** EUR 2,000**Procedure 2*. Obtain topographic survey of the land plot****Agency:** Private licensed company**Time:** 15 days**Cost:** EUR 1,000**Procedure 3*. Hire an independent engineer to test structure****Agency:** Independent engineer**Time:** 1 day**Cost:** EUR 4,000**Procedure 4. Obtain building permit****Agency:** Municipal Building Counter, Municipality of Turin**Time:** 120 days**Cost:** EUR 64,516 (EUR 48.26 per sq. m. of urbanization fee; EUR 1,733 for application fee; EUR 16 for stamp fee)**Procedure 5*. Submit structural project plan****Agency:** Municipal Building Counter, Municipality of Turin**Time:** Less than one day (online procedure)**Cost:** EUR 16 (EUR 16 for stamp)**Procedure 6. Submit notification of commencement of works****Agency:** Municipal Building Counter, Municipality of Turin**Time:** Less than one day (online procedure)**Cost:** EUR 16 (EUR 16 for stamp)**Procedure 7. Submit structural work report****Agency:** Municipal Building Counter, Municipality of Turin**Time:** Less than one day (online procedure)**Cost:** EUR 32 (EUR 32 for two stamps)**Procedure 8. File certified notification of starting activity (SCIA) for fire security****Agency:** Fire Department Turin**Time:** Less than one day (online procedure)**Cost:** EUR 216**Procedure 9. Receive final inspection by the Fire Department****Agency:** Fire Department Turin**Time:** 1 day**Cost:** No cost**Procedure 10. Register the building****Agency:** Revenue Agency, Turin Territorial Office**Time:** 5 days**Cost:** EUR 159 (EUR 44 to obtain the extract digital map; EUR 65 to register the building at the Land Registry; EUR 50 to register the building at the Cadastral Registry)**Procedure 11*. Apply for water and sewerage connection****Agency:** Turin Water Company S.p.A. (SMAT)**Time:** 1 day**Cost:** No cost**Procedure 12. Receive on-site inspection and estimation of water and sewerage installation costs****Agency:** Turin Water Company S.p.A. (SMAT)**Time:** 1 day**Cost:** No cost**Procedure 13. Obtain water and sewerage connection****Agency:** Turin Water Company S.p.A. (SMAT)**Time:** 40 days**Cost:** EUR 1,000**Procedure 14. File a certified report for occupancy****Agency:** Municipal Building Counter, Municipality of Turin**Time:** Less than one day (online procedure)**Cost:** EUR 180 (EUR 180 for occupancy permit administration fee)

*Simultaneous with previous procedure

DEALING WITH CONSTRUCTION PERMITS IN ITALY – BUILDING QUALITY CONTROL INDEX

	All cities	
	Answer	Score
Building quality control index (0–15)		11
Quality of building regulations index (0–2)		2
How accessible are building laws and regulations in your economy? (0–1)	Available online; Free of charge.	1
Which requirements for obtaining a building permit are clearly specified in the building regulations or on any accessible website, brochure or pamphlet? (0–1)	List of required documents; Fees to be paid; Required preapprovals.	1
Quality control before construction index (0–1)		0
Which third-party entities are required by law to verify that the building plans are in compliance with existing building regulations? (0–1)	By law, there is no need to verify plans compliance; Civil servant reviews plans.	0
Quality control during construction index (0–3)		2
What types of inspections (if any) are required by law to be carried out during construction? (0–2)	Inspections by in-house engineer; Inspections by external engineer or firm; Inspections at various phases.	1
Do legally mandated inspections occur in practice during construction? (0–1)	Mandatory inspections are always done in practice.	1
Quality control after construction index (0–3)		3
Is there a final inspection required by law to verify that the building was built in accordance with the approved plans and regulations? (0–2)	Yes, external engineer submits report for final inspection.	2
Do legally mandated final inspections occur in practice? (0–1)	Final inspection always occurs in practice.	1
Liability and insurance regimes index (0–2)		2
Which parties (if any) are held liable by law for structural flaws or problems in the building once it is in use (Latent Defect Liability or Decennial Liability)? (0–1)	Architect or engineer; Professional in charge of the supervision; Construction company; Owner or investor.	1
Which parties (if any) are required by law to obtain an insurance policy to cover possible structural flaws or problems in the building once it is in use? (0–1)	Architect or engineer; Professional in charge of the supervision; Construction company; Insurance is commonly taken in practice.	1
Professional certifications index (0–4)		2
What are the qualification requirements for the professional responsible for verifying that the architectural plans or drawings are in compliance with existing building regulations? (0–2)	There are no specific requirements.	0
What are the qualification requirements for the professional who supervises the construction on the ground? (0–2)	Minimum number of years of experience; University degree in engineering, construction or construction management; Being a registered architect or engineer.	2

Source: Doing Business database.

LIST OF PROCEDURES GETTING ELECTRICITY PERMITS

ITALY

Ancona

Name of Utility: e-distribuzione
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione
Time: 16 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione
Time: 16 days

Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione
Time: 152 days [120 calendar days for obtaining excavation permit from the Municipality + 32 calendar days for completing the connection works]
Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor
Time: 7 days
Cost: EUR 30,000

Bari

Name of Utility: e-distribuzione
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione
Time: 16 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione
Time: 16 days

Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione
Time: 87 days [60 calendar days for obtaining excavation permit from the Municipality + 27 calendar days for completing the connection works]
Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor
Time: 7 days
Cost: EUR 30,000

Bologna

Name of Utility: e-distribuzione
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione
Time: 13 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione
Time: 13 days
Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione
Time: 49 days [30 calendar days for obtaining excavation permit from the Municipality + 19 calendar days for completing the connection works]
Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor
Time: 7 days
Cost: EUR 30,000

Cagliari

Name of Utility: e-distribuzione
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione
Time: 12 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione
Time: 23 days
Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione
Time: 94 days [60 calendar days for obtaining excavation permit from the Municipality and the Province + 34 calendar days for completing the connection works]
Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor
Time: 7 days
Cost: EUR 30,000

Florence

Name of Utility: e-distribuzione
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione
Time: 14 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione
Time: 13 days
Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

*Simultaneous with previous procedure

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione

Time: 81 days [60 calendar days for obtaining excavation permit from the Municipality + 21 calendar days for completing the connection works]

Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor

Time: 7 days

Cost: EUR 30,000

Genoa

Name of Utility: e-distribuzione

Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione

Time: 11 days

Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione

Time: 11 days

Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione

Time: 138 days [100 calendar days for obtaining the excavation permit from the Municipality + 38 calendar days for completing the connection works]

Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor

Time: 7 days

Cost: EUR 30,000

Milan

Name of Utility: a2a - Unareti

Data as of: May 1, 2019

Procedure 1. Submit application and receive external site inspection by utility

Agency: a2a - Unareti

Time: 5 days

Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: a2a - Unareti

Time: 5 days

Cost: EUR 10,011 [EUR 186.14 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 9,798.60 for the fee related to the subscribed capacity (EUR 69,99 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Sign a supply contract and await final connection

Agency: Electrical supplier

Time: 5 days

Cost: No cost

Procedure 4*. Obtain external works and meter installation from utility

Agency: a2a - Unareti

Time: 125 days [90 calendar days for obtaining clearances from other utilities + 30 calendar days for obtaining the excavation permit from the Municipality + 5 calendar days for completing the connection works]

Cost: No cost

Naples

Name of Utility: e-distribuzione

Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione

Time: 15 days

Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione

Time: 16 days

Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione

Time: 81 days [60 calendar days for obtaining excavation permit from the Municipality + 21 calendar days for completing the connection works]

Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor

Time: 7 days

Cost: EUR 30,000

Padua

Name of Utility: e-distribuzione

Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione

Time: 16 days

Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione

Time: 15 days

Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione

Time: 141 days [120 calendar days for obtaining excavation permit from the Municipality, the Province and other institutions + 21 calendar days for completing the connection works]

Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor

Time: 7 days

Cost: EUR 30,000

*Simultaneous with previous procedure

Palermo

Name of Utility: e-distribuzione
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione
Time: 16 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione
Time: 15 days

Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione
Time: 200 days [180 calendar days for obtaining excavation permit from the Municipality and other 15 institutions + 20 calendar days for completing the connection works]
Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor
Time: 7 days
Cost: EUR 30,000

Reggio Calabria

Name of Utility: e-distribuzione
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: e-distribuzione
Time: 14 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: e-distribuzione
Time: 14 days

Cost: EUR 8,292 [EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: e-distribuzione
Time: 80 days [60 calendar days for obtaining excavation permit from the Municipality + 20 calendar days for completing the connection works]
Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor
Time: 7 days
Cost: EUR 30,000

Rome

Name of Utility: Areti
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: Areti
Time: 15 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: Areti
Time: 15 days
Cost: EUR 10,792 [EUR 2,500 for preparation of the quote + EUR 466.52 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 7,799.40 for the fee related to the subscribed capacity (EUR 55,71 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3 . Obtain external works from utility, meter installation and electricity flow

Agency: Areti
Time: 45 days [30 calendar days for obtaining excavation permit from the Municipality + 15 calendar days for completing the connection works]
Cost: No cost

Procedure 4*. Purchase and install secondary transformer

Agency: Electrical Contractor
Time: 7 days
Cost: EUR 30,000

Turin

Name of Utility: Ireti
Data as of: May 1, 2019

Procedure 1. Submit application to a supplier and receive external site inspection by utility

Agency: Ireti
Time: 3 days
Cost: No cost

Procedure 2. Utility transmits the estimates to the client

Agency: Ireti
Time: 18 days

Cost: EUR 10,011 [EUR 186.14 for the fee related to distance (flat fee for distances up to 1,000 meters) + EUR 9,798.60 for the fee related to the subscribed capacity (EUR 69,99 per kVA) + EUR 25.86 (administrative fee)]

Procedure 3. Obtain external works from utility, meter installation and electricity flow

Agency: Ireti
Time: 82 days [52 calendar days for obtaining excavation permit from the Municipality + 30 calendar days for completing the connection works]
Cost: No cost

*Simultaneous with previous procedure

GETTING ELECTRICITY IN ITALY – RELIABILITY OF SUPPLY AND TRANSPARENCY OF TARIFFS INDEX

Reliability of supply and transparency of tariffs index (0–8)	8 (Ancona, Bologna, Florence, Genoa, Padua) 7 (8 cities)
Total duration and frequency of outages per customer a year (0–3)	3 (Ancona, Bologna, Florence, Genoa, Padua) 2 (8 cities)
System average interruption duration index (SAIDI)	0.26 (Bologna) 0.35 (Ancona) 0.38 (Florence) 0.58 (Bari) 0.63 (Milan) 0.74 (Padua) 0.82 (Turin) 0.92 (Palermo) 0.99 (Genoa) 1.04 (Reggio Calabria) 1.09 (Naples) 1.14 (Cagliari) 1.29 (Rome)
System average interruption frequency index (SAIFI)	0.46 (Bologna) 0.57 (Padua) 0.83 (Florence) 0.93 (Genoa) 0.97 (Ancona) 1.23 (Milan) 1.62 (Bari) 1.71 (Turin) 1.83 (Cagliari) 1.94 (Naples) 2.17 (Palermo) 2.22 (Rome) 2.52 (Reggio Calabria)
Mechanisms for monitoring outages (0–1)	1 (all cities)
Does the distribution utility use automated tools to monitor outages?	Yes (all cities)
Mechanisms for restoring service (0–1)	1 (all cities)
Does the distribution utility use automated tools to restore service?	Yes (all cities)
Regulatory monitoring (0–1)	1 (all cities)
Does a regulator—that is, an entity separate from the utility—monitor the utility's performance on reliability of supply?	Yes (all cities)
Financial deterrents aimed at limiting outages (0–1)	1 (all cities)
Does the utility either pay compensation to customers or face fines by the regulator (or both) if outages exceed a certain cap?	Yes (all cities)
Communication of tariffs and tariff changes (0–1)	1 (all cities)
Are effective tariffs available online?	Yes (all cities)
Are customers notified of a change in tariff ahead of the billing cycle?	Yes (all cities)

Source: Doing Business database.

REGISTERING PROPERTY IN ITALY – PROCEDURES REQUIRED TO REGISTER A PROPERTY, BY CITY															
Property value: EUR 1,467,994 Data as of: May 1, 2019															
1. Notary public conducts the necessary verifications for the transaction through Notaritel	Time (days)	Ancona	Bari	Bologna	Cagliari	Florence	Genoa	Milan	Naples	Padua	Palermo	Reggio Calabria	Rome	Turin	Comments
		Less than one day (procedure conducted online)													
	Cost (EUR)						See cost for procedure 3								
2. Notary verifies the powers of relevant signatories*	Time (days)														Using the Companies Registry's web-based platform, the notary will search the company, to check whether it appears as active, obtains certificates stating that the parties have the needed powers to complete a property transfer on behalf of their companies.
	Cost (EUR)						See cost for procedure 3								
3. Notary drafts and executes the deed of sale	Time (days)	15	15	15	15	12	14	16	11	16	10	13	11	12	After taking over the case, the notary instructs the parties on the legal requirements. Once the notary or his/her staff made all verifications, it proceeds to draft the deed of sale that usually is circulated with the parties for their comments. Once a final version is agreed upon, the parties sign, and the notary stipulates the deed. During stipulation the parties pay the official fees and the buyer pays the notary charges.
	Cost (EUR)	64,240 (EUR 5,000 (Notary's fees without VAT) + EUR 230 (Imposta di Bollo) + EUR 200 registration tax (Imposta di Registro) + 3% of property value (Imposta ipotecaria) + 1% of property value (Imposta Catastale) + EUR 35 (Tassa Ipotecaria) + EUR 55 (Diritti Catastali per Voltura))													
4. Registration of the deed	Time (days)	4	10	4	7	4	7	3	8	9	7	4	4	12	The notary files the deed of sale and the transcription note online using the "Modello Unico Informatico (MUI)".
	Cost (EUR)	See cost for procedure 3													

Source: Doing Business database.

*Simultaneous with a previous procedure.

REGISTERING PROPERTY IN ITALY – QUALITY OF LAND ADMINISTRATION INDEX

	Answer	Score
Quality of the land administration index (0–30)		24 points (Bari, Cagliari, Padua and Reggio Calabria) 25.5 points (Florence, Milan, Naples, Palermo and Turin) 26 points (Ancona) 26.5 (Bologna, Genoa and Rome)
Reliability of infrastructure index (0–8)		8
In what format are the majority of title or deed records kept in the city—in a paper format or in a computerized format (scanned or fully digital)? (0–2)	Computer/Fully digital	2
Is there an electronic database for checking for encumbrances (liens, mortgages, restrictions and the like)? (0–1)	Yes	1
In what format are the majority of maps of land plots kept in the city—in a paper format or in a computerized format (scanned or fully digital)? (0–2)	Computer/Fully digital	2
Is there an electronic database for recording boundaries, checking plans and providing cadastral information (geographic information system)? (0–1)	Yes	1
Is the information recorded by the immovable property registration agency and the cadastral or mapping agency kept in a single database, in different but linked databases or in separate databases? (0–1)	Different databases but linked	1
Do the immovable property registration agency and cadastral or mapping agency use the same identification number for properties? (0–1)	Yes	1
Transparency of information index (0–6)		4 points (Ancona, Bari, Cagliari, Padua and Reggio Calabria) 4.5 points (Bologna, Florence, Genoa, Milan, Naples, Palermo, Rome and Turin)
Who is able to obtain information on land ownership at the agency in charge of immovable property registration in the city? (0–1)	Anyone who pays the official fee	1
Is the list of documents that are required to complete any type of property transaction made publicly available—and if so, how? (0–0.5)	Yes, in person	0
Is the applicable fee schedule for any property transaction at the agency in charge of immovable property registration in the city made publicly available—and if so, how? (0–0.5)	Yes, online	0.5
Does the agency in charge of immovable property registration commit to delivering a legally binding document that proves property ownership within a specific time frame—and if so, how does it communicate the service standard? (0–0.5)	No	0
Is there a specific and separate mechanism for filing complaints about a problem that occurred at the agency in charge of immovable property registration? (0–1)	Yes	1
Are there publicly available official statistics tracking the number of transactions at the immovable property registration agency? (0–0.5)	Yes (Bologna, Florence, Genoa, Milan, Naples, Palermo, Rome and Turin) Yes, but not available to the public (Ancona, Bari, Cagliari, Padua and Reggio Calabria)	0.5 points (Bologna, Florence, Genoa, Milan, Naples, Palermo, Rome and Turin) 0 points (Ancona, Bari, Cagliari, Padua and Reggio Calabria)
Who is able to consult maps of land plots in the city? (0–0.5)	Anyone who pays the official fee	0.5
Is the applicable fee schedule for accessing maps of land plots made publicly available—and if so, how? (0–0.5)	Yes, online	0.5
Does the cadastral or mapping agency commit to delivering an updated map within a specific time frame—and if so, how does it communicate the service standard? (0–0.5)	No	0
Is there a specific and separate mechanism for filing complaints about a problem that occurred at the cadastral or mapping agency? (0–0.5)	Yes	0.5
Geographic coverage index (0–8)		8
Are all privately held land plots in the economy formally registered at the immovable property registry? (0–2)	Yes	2

REGISTERING PROPERTY IN ITALY – QUALITY OF LAND ADMINISTRATION INDEX (continued)

	Answer	Score
Are all privately held land plots in the city formally registered at the immovable property registry? (0–2)	Yes	2
Are all privately held land plots in the economy mapped? (0–2)	Yes	2
Are all privately held land plots in the city mapped? (0–2)	Yes	2
Land dispute resolution index (0–8)		4 points (Bari, Cagliari, Padua and Reggio Calabria) 5 points (Florence, Milan, Naples, Palermo and Turin) 6 points (Ancona, Bologna, Genoa and Rome)
Does the law require that all property sale transactions be registered at the immovable property registry to make them opposable to third parties? (0–1.5)	Yes	1.5
Is the system of immovable property registration subject to a state or private guarantee? (0–0.5)	Yes	0.5
Is there a specific compensation mechanism to cover for losses incurred by parties who engaged in good faith in a property transaction based on erroneous information certified by the immovable property registry? (0–0.5)	No	0
Does the legal system require a control of legality of the documents necessary for a property transaction (e.g., checking the compliance of contracts with requirements of the law)? (0–0.5)	Yes	0.5
Does the legal system require verification of the identity of the parties to a property transaction? (0–0.5)	Yes	0.5
Is there a national database to verify the accuracy of identity documents? (0–1)	Yes	1
How long does it take on average to obtain a decision from the first-instance court for such a case (without appeal)? (0–3)	Between 1 and 2 years (Ancona, Bologna, Genoa and Rome) Between 2 and 3 years (Florence, Milan, Naples, Palermo and Turin) More than 3 years (Bari, Cagliari, Padua and Reggio Calabria)	2 points (Ancona, Bologna, Genoa and Rome) 1 point (Florence, Milan, Naples, Palermo and Turin) 0 points (Bari, Cagliari, Padua and Reggio Calabria)
Are there any statistics on the number of land disputes in the first instance? (0–0.5)	No	0
Equal access to property rights index (-2–0)		0
Do unmarried men and unmarried women have equal ownership rights to property?	Yes	0
Do married men and married women have equal ownership rights to property?	Yes	0

Source: *Doing Business* database.

ENFORCING CONTRACTS IN ITALY – TIME, COST AND QUALITY OF JUDICIAL PROCESSES, BY CITY

City	Time (days)				Cost (% of claim)				Quality of judicial processes index (0–18)				
	Filing and service	Trial and judgment	Enforcement of judgment	Total time	Attorney fees	Court costs	Enforcement costs	Total cost	Court structure and proceedings (-1–5)	Case management (0–6)	Court automation (0–4)	Alternative dispute resolution (0–3)	Total score (0–18)
Ancona	10	900	270	1,180	17.3	4.0	4.7	26.1	3	4	3	3	13
Bari	10	1,095	365	1,470	13.7	3.4	4.7	21.8	3	4	3	3	13
Bologna	10	800	220	1,030	17.3	4.9	4.7	26.9	3.5	4	3	3	13.5
Cagliari	10	900	335	1,245	16.2	3.1	4.7	24.0	3	4	3	3	13
Florence	10	900	365	1,275	17.3	5.8	4.7	27.8	3	4	3	3	13
Genoa	10	780	270	1,060	20.0	3.1	4.7	27.9	3	4	3	3	13
Milan	10	715	260	985	19.3	3.5	4.7	27.5	3	4	3	3	13
Naples	10	1,095	365	1,470	14.5	5.8	4.7	24.9	3.5	4	3	3	13.5
Padua	10	850	270	1,130	20.4	4.0	4.7	29.2	3	4	3	3	13
Palermo	10	900	365	1,275	14.1	4.0	4.7	22.8	3	4	3	3	13
Reggio Calabria	10	1,440	300	1,750	10.0	3.1	4.7	17.9	3	4	3	3	13
Rome	10	840	270	1,120	19.0	3.9	4.7	27.6	3	4	3	3	13
Turin	10	600	250	860	16.3	4.0	4.7	25.0	3	4	3	3	13

Source: Doing Business database.

ENFORCING CONTRACTS IN ITALY – QUALITY OF JUDICIAL PROCESSES INDEX

	Answer	Score
Quality of judicial processes index (0–18)		13 (11 cities) 13.5 (Bologna and Naples)
Court structure and proceedings (-1–5)		3 (11 cities) 3.5 (Bologna and Naples)
Is there a court or division of a court dedicated solely to hearing commercial cases? (0–1.5)	No	0
Small claims court (0–1.5)		1.5
a. Is there a small claims court or a fast-track procedure for small claims?	Yes	
b. If yes, is self-representation allowed?	Yes	
Is pretrial attachment available? (0–1)	Yes	1
Are new cases assigned randomly to judges? (0–1)	Yes, but manual (11 cities) Yes, automatic (Bologna and Naples)	0.5 (11 cities) 1 (Bologna and Naples)
Does a woman's testimony carry the same evidentiary weight in court as a man's? (-1–0)	Yes	0
Case management (0–6)		4
Time standards (0–1)		1
a. Are there laws setting overall time standards for key court events in a civil case?	Yes	
b. If yes, are the time standards set for at least three court events?	Yes	
c. Are these time standards respected in more than 50% of cases?	Yes	
Adjournments (0–1)		0
a. Does the law regulate the maximum number of adjournments that can be granted?	No	
b. Are adjournments limited to unforeseen and exceptional circumstances?	No	
c. If rules on adjournments exist, are they respected in more than 50% of cases?	n.a.	
Can two of the following four reports be generated about the competent court: (i) time to disposition report; (ii) clearance rate report; (iii) age of pending cases report; and (iv) single case progress report? (0–1)	Yes	1
Is a pretrial conference among the case management techniques used before the competent court? (0–1)	No	0
Are there any electronic case management tools in place within the competent court for use by judges? (0–1)	Yes	1
Are there any electronic case management tools in place within the competent court for use by lawyers? (0–1)	Yes	1
Court automation (0–4)		3
Can the initial complaint be filed electronically through a dedicated platform within the competent court? (0–1)	Yes	1
Is it possible to carry out service of process electronically for claims filed before the competent court? (0–1)	Yes	1
Can court fees be paid electronically within the competent court? (0–1)	Yes	1
Publication of judgments (0–1)		0
a. Are judgments rendered in commercial cases at all levels made available to the general public through publication in official gazettes, in newspapers or on the internet or court website?	No	
b. Are judgments rendered in commercial cases at the appellate and supreme court level made available to the general public through publication in official gazettes, in newspapers or on the internet or court website?	No	
Alternative dispute resolution (0–3)		3
Arbitration (0–1.5)		1.5
a. Is domestic commercial arbitration governed by a consolidated law or consolidated chapter or section of the applicable code of civil procedure encompassing substantially all its aspects?	Yes	
b. Are there any commercial disputes—aside from those that deal with public order or public policy—that cannot be submitted to arbitration?	No	
c. Are valid arbitration clauses or agreements usually enforced by the courts?	Yes	

ENFORCING CONTRACTS IN ITALY – QUALITY OF JUDICIAL PROCESSES INDEX (continued)

	Answer	Score
Mediation/Conciliation (0–1.5)		1.5
a. Is voluntary mediation or conciliation available?	Yes	
b. Are mediation, conciliation or both governed by a consolidated law or consolidated chapter or section of the applicable code of civil procedure encompassing substantially all their aspects?	Yes	
c. Are there financial incentives for parties to attempt mediation or conciliation (i.e., if mediation or conciliation is successful, a refund of court filing fees, income tax credits or the like)?	Yes	

Source: *Doing Business* database.

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